



Contracting PAGE 34

SMALL BUSINESS content

2012-2013 VIRGINIA

FEATURES

- | | | |
|---|---|---|
| <p>4 Introduction</p> <p>4 Administrator's Message</p> <p>5 Regional Administrators Message</p> <p>6 District Director's Letter</p>
<p>8 Counseling</p> <p>Getting Help to Start Up, Market and Manage Your Business</p> <p>8 SBA Resource Partners</p> <p>12 SBA's Online Tools and Training</p> <p>13 Reaching Underserved Communities</p> <p>15 Are You Right for Small Business Ownership?</p> <p>16 Writing a Business Plan</p>
<p>18 Capital</p> <p>Financing Options to Start or Grow Your Business</p> <p>18 SBA Business Loans</p> <p>19 What to Take to the Lender</p> <p>27 Small Business Investment Company Program</p> <p>27 Small Business Innovation Research Program</p> <p>28 Small Business Technology Transfer Program</p> <p>28 Surety Bond Guarantee Program</p> <p>30 SBA Loan Program Chart</p> <p>32 SBA Lenders Program Chart</p> | <p>33 Feature Article</p> <p>The SBA: Streamlining and Simplifying</p>
<p>34 Contracting</p> <p>Applying for Government Contracts</p> <p>34 How Government Contracting Works</p> <p>35 SBA Contracting Programs</p> <p>38 Getting Started in Contracting</p>
<p>39 Disaster Assistance</p> <p>Getting Back on Your Feet After a Disaster</p>
<p>40 Advocacy and Ombudsman</p> <p>Watching Out for Small Business Interests</p>
<p>41 Additional Resources</p> <p>Taking Care of Start Up Logistics</p> <p>45 Business Organization: Choosing your Structure</p>
<p>47 Other Assistance</p>
<p>58 Lender Listing</p> | <p>33 Feature Article</p> <p>The SBA: Streamlining and Simplifying</p>
<p>34 Contracting</p> <p>Applying for Government Contracts</p> <p>34 How Government Contracting Works</p> <p>35 SBA Contracting Programs</p> <p>38 Getting Started in Contracting</p>
<p>39 Disaster Assistance</p> <p>Getting Back on Your Feet After a Disaster</p>
<p>40 Advocacy and Ombudsman</p> <p>Watching Out for Small Business Interests</p>
<p>41 Additional Resources</p> <p>Taking Care of Start Up Logistics</p> <p>45 Business Organization: Choosing your Structure</p>
<p>47 Other Assistance</p>
<p>58 Lender Listing</p> |
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*On the Cover:
Welder Scott Belden at work at
the manufacturing facility of his
employer, Tulsa, Okla.-based
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At the Virginia Department of Minority Business Enterprise...



ACCESS TO OPPORTUNITY IS OUR BUSINESS

Did you know that approximately 95% of Virginia businesses are small businesses and that Small, Women- and Minority-owned businesses are the source of most new jobs in Virginia?

Unfortunately for these hardworking, talented entrepreneurs, growing a successful business is not an easy task. For most small businesses, opportunities and capital funding—the lifeblood of any successful business—are significantly more difficult to access.

DMBE is the state agency dedicated to enhancing the participation of small, women, minority, and service disabled veteran-owned businesses in Virginia's procurement opportunities.

DMBE provides support to certified businesses through business development and procurement advocacy programs, in cooperation with other agencies and departments.

For more information on how to access Virginia's opportunities for your business:



(804) 786-6585



www.dmbv.virginia.gov



Did You Know?

That through DMBE's support to businesses, the Commonwealth spent **\$2,192,405,221.90** in FY 2012 with small, women, minority and service disabled veteran-owned businesses.

FROM THE ADMINISTRATOR



Over the last two decades, small and new businesses have been responsible for creating two out of every three net new jobs in the United States, and the country's 28 million small firms today employ 60 million Americans — that's

fully half of the private sector workforce.

At the SBA, and across the administration, we are focused on making sure that entrepreneurs and small business owners have the tools, resources and relationships you need to do what you do best: grow and create jobs.

Over the past three years, the SBA has streamlined and simplified its programs to better serve the small business community. These program enhancements are focused on providing more access and opportunity for capital, counseling and contracting for small businesses like yours all across the country.

One example is our newly re-engineered CAPLines program, which is designed to help small businesses meet their short-

term and cyclical working-capital needs. To strengthen the program, we talked to lenders and small business owners about how to make CAPLines more efficient and effective. As a result, we streamlined the paperwork and allowed banks to use more of their own processes, and we are now seeing loan volumes up more than 220 percent.

I hope this guide helps you take advantage of some of the tools we offer at the SBA. If you want additional information about any of our programs or initiatives, we have a wide range of online tools, including SBA.gov, which provides access to SBA Direct, a tool that connects you to SBA resources in your local area. You can also join the SBA online community and connect with other small business owners.

Warm regards,

A handwritten signature in black ink that reads "Karen G. Mills". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Karen G. Mills
Administrator
U.S. Small Business Administration

About the SBA

www.sba.gov

Your Small Business Resource

Every year, the U.S. Small Business Administration and its nationwide network of partners help millions of potential and current small business owners start, grow and succeed.

Resources and programs targeting small businesses provide an advantage necessary to help small businesses compete effectively in the marketplace and strengthen the overall U.S. economy.

SBA offers help in the following areas:

- *Counseling*
- *Capital*

- *Contracting*
- *Disaster Assistance*
- *Advocacy and the Ombudsman*

Visit SBA online at www.sba.gov for 24/7 access to small business news, information and training for entrepreneurs.

All SBA programs and services are provided on a nondiscriminatory basis.

FROM THE REGIONAL ADMINISTRATOR

Greetings!



I'm proud to work at an agency that works directly with America's job creators. You play a critical role in the health of our national economy and you also help

to inspire the next generation of entrepreneurs further strengthening our economy and local communities.

At SBA we know that two out of every three jobs created in America come from small businesses, and more than half of all working Americans either own or work for a small business. This resource guide is a good place to start learning about the SBA programs and services available to business owners and entrepreneurs to help you start or build your business, create jobs and drive our economy forward.

SBA accomplishes its mission through the "three Cs" - Capital, Contracts, and Counseling. Taking advantage of what our agency has to offer is a smart move, our data shows that businesses that spend three hours or more with an SBA counselor have higher revenue and more employees as a result. Through a network of 14,000 SBA-affiliated counselors, every day thousands of small businesses receive assistance with everything from creating a startup to succession planning.

When your small business needs capital to expand, we can help you get a loan. SBA's capital efforts got a huge boost in fiscal year 2011 thanks

to the Small Business Jobs Act, the Affordable Care Act and the American Recovery and Reinvestment Act. We have recently seen the most significant small business legislation in over 10 years, enabling SBA to support an all-time high in lending to small businesses in fiscal year 2011, followed by SBA's second-highest in 2012.

Federal government contracting also plays a critical role in supporting small businesses, which earn billions of dollars in federal contracts through SBA business development and certification programs. SBA partners with other federal agencies to help the U.S. government meet its goal to award 23 percent of government contracts – worth around \$100 billion – to small businesses.

I believe it is entrepreneurs and small business owners, especially in our Mid-Atlantic region, who drive America's ability to innovate and compete globally. For more information, please visit our web-site at www.sba.gov and you can call us or pay a visit to your local district office – we are ready to help you get started!

Warm regards,

A stylized, handwritten signature in black ink, consisting of a large loop and a trailing line.

Natalia Olson-Urtecho
Regional Administrator
U.S. Small Business Administration
Region III
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Rules For Success

Like today's small businesses, large corporate success stories started with only an entrepreneur and a dream.

It is my pleasure to present the U.S. Small Business Administration's 2012-2013 Virginia Small Business Resource Guide – your one-stop information resource for starting and expanding your business.

Small businesses are the backbone of our nation's economy. In fact, America was built on the shoulders of small business owners. For almost 60 years the SBA has helped entrepreneurs achieve the American Dream. Companies like Intel, Federal Express, Nike, Ben & Jerry's, Radio One, Outback Steakhouse, Black Enterprise Magazine, Staples, Columbia Sportswear, Yankee Candle, Under Armour and Callaway Golf, among many others, began with an entrepreneur, a dream and assistance from the SBA. Now it is your turn to discover how the SBA and its resource partners can help you realize your American Dream.

Building a business is never easy, but you are not alone. The SBA is in your corner at every stage of your business growth. Our financing typically ranges from \$2,500 to \$5 million, helping us to meet a wider range of small business needs. During last fiscal year we provided government guaranteed loans to 515 Virginia small businesses totaling \$203 million.

This guide provides valuable information about starting and growing a business, securing financing, complying with

government regulations, accessing federal contracts, and locating local sources of assistance. Utilize it to learn how our capital, counseling and contracting programs can help your small business.

I encourage you to take advantage of the counseling and training offered by the SBA's resource partners, the Small Business Development Centers, SCORE, the Women's Business Centers and the Veteran's Business Outreach Center. Our lending partners, microlenders and certified development companies are vital links to our economic development efforts in Virginia. Working together, we are building Virginia's communities one small business at a time.

Our staff is proud to be in your corner as you start and grow your business. Please do not hesitate to contact the SBA Richmond District Office at 804-771-2400 or visit our website at www.sba.gov/va. Best wishes for your small business success!

Yours truly,

Jayne Armstrong

District Director of
SBA's Richmond District Office
jayne.armstrong@sba.gov

Doing Business in Virginia

■ The SBA helps business owners grow and expand their businesses every day.



THE RICHMOND DISTRICT OFFICE

The Richmond District Office is responsible for the delivery of SBA's many programs and services. The District Office is located at 400 N. 8th Street, Federal Building, Suite 1150, Richmond, VA. Office hours are from 8:00 AM until 4:30 PM, Monday through Friday.

SERVICES AVAILABLE

Financial assistance for new or existing businesses through guaranteed loans made by area bank and non-bank lenders.

Free counseling, advice and information on starting, better operating or expanding a small business through the SCORE, Small Business Development Centers (SBDC) and Women's Business Centers (WBC).

They also conduct training events throughout the district - some require a nominal registration fee.

Assistance is available to businesses owned and controlled by socially and economically disadvantaged individuals through the 8(a) business development program. Please contact one of our Business Opportunity Specialists listed on page 6.

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District International Trade Officer
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Veteran's Representative
James Williams
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james.williams@sba.gov



SUCCESS STORY

2012 Small Business Persons of the Year

Jonathan Hagmaier, CEO
Mary Hagmaier, Director of Corporate Relations
Matthew Muller, Solutions Architect
Jacob Gibson, VP of Business Development Interactive Achievement, Inc.
601 Campbell Avenue, SW, Roanoke, VA 24016
540-206-3649 or 866-305-8460 • 540-204-4421 Fax

In May of 2006, Jon Hagmaier, a school principal and educator had the idea of creating a program that teachers could use to assess student progress to achieve proficiency on state academic standards and to perform successfully on standardized end-of-year assessments. Jon and Mary, his wife, mortgaged their home, borrowed money on their stocks, and convinced Matthew Muller, a computer programmer, to join them in a new venture.

Interactive Achievement (IA) was founded in Roanoke, Virginia in the fall of 2006 by these three individuals. Jon was a teacher and principal at both middle schools and high schools for more than 16 years. Mary was a realtor in Roanoke and Matthew was a programmer for Software Techniques in Franklin County, Virginia.

They began building the program in the spring of 2007 and Botetourt County agreed to beta test the program. Everything went well, but sales were slow for a new, untested product.

Jon knew a teacher, Jacob Gibson, who was exceptional with people. Jacob agreed to join the company, becoming its first employee. IA began selling the product in the fall of 2007. Within six months, Jacob had become the fourth partner in the company. Because the company could not afford a full-time CEO, Jon stayed on as a school principal during the 2007-2008 and 2008-2009 school years. Jon ran the company in the evening and on weekends while Jacob and Matt ran the day-to-day operations and sales and met in the evenings with Jon. In 2009 Jon became the full-time CEO.

Their goal was to create a program which gave educators an accurate assessment of student performance throughout the school year so that students could be better prepared for end of year testing. The software provides division-level administrators, subject area coordinators, principals, and classroom teachers with a robust databank of questions from which to develop a variety of student assessments.

— continued on page 20

We Welcome Your Questions

For extra copies of this publication or questions please contact:

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Richmond, VA 23219

Tel: 804-771-2400 Fax: 804-771-2764
TDD: 804-771-8078

Website: www.sba.gov/va
E-mail: richmond.va@sba.gov



COUNSELING

Getting Help to Start Up, Market and Manage Your Business



Every year, the U.S. Small Business Administration and its nationwide network of resource partners help millions of potential and existing small business owners start, grow and succeed.

Whether your target market is global or just your neighborhood, the SBA and its resource partners can help at every stage of turning your entrepreneurial dream into a thriving business.

If you're just starting out, the SBA and its resources can help you with loans and business management skills. If you're already in business, you can use the SBA's resources to help manage and expand your business, obtain government contracts, recover from disaster, find foreign markets, and make your voice heard in the federal government.

You can access SBA information at www.sba.gov or visit one of our local offices for assistance.

SBA'S RESOURCE PARTNERS

In addition to our district offices which serve every state and territory, the SBA works with a variety of local resource partners to meet your small business needs. These professionals can help with writing a formal business plan, locating sources of financial assistance, managing and expanding your business, finding opportunities to sell your goods

or services to the government, and recovering from disaster. To find your local district office or SBA resource partner, visit www.sba.gov/sba-direct.

SCORE

SCORE is a national network of over 14,000 entrepreneurs, business leaders and executives who volunteer as mentors to America's small businesses. SCORE leverages decades of experience from seasoned business professionals to help small businesses start, grow companies and create jobs in local communities. SCORE does this by harnessing the passion and knowledge of individuals who have owned and managed their own businesses and want to share this "real world" expertise with you.

Found in more than 370 offices and 800 locations throughout the country, SCORE provides key services – both face-to-face and online – to busy entrepreneurs who are just getting started or in need of a seasoned business professional as a sounding board for their existing business. As

members of your community, SCORE mentors understand local business licensing rules, economic conditions and important networks. SCORE can help you as they have done for more than 9 million clients by:

- Matching your specific needs with a business mentor
- Traveling to your place of business for an on-site evaluation
- Teaming with several SCORE mentors to provide you with tailored assistance in a number of business areas

Across the country, SCORE offers nearly 7,000 local business training workshops and seminars ranging in topic and scope depending on the needs of the local business community such as offering an introduction to the fundamentals of a business plan, managing cash flow and marketing your business. For established businesses, SCORE offers more in-depth training in areas like customer service, hiring practices and home-based businesses.

For around-the-clock business advice and information on the latest trends go to the SCORE website (www.score.org). More than 1,500 online mentors with over 800 business skill sets answer your questions about starting and running a business. In fiscal year 2011, SCORE mentors served 400,000 entrepreneurs.

For information on SCORE and to get your own business mentor, visit www.sba.gov/score, go to www.SCORE.org or call 1-800-624-0245 for the SCORE office nearest you.

SCORE Virginia District – 0304

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804-771-2400 ext. 131
information@richmondscore.org
www.richmondscore.org

ON THE UPSIDE

It's true, there are a lot of reasons not to start your own business. But for the right person, the advantages of business ownership far outweigh the risks.

- You get to be your own boss.
- Hard work and long hours directly benefit you, rather than increasing profits for someone else.
- Earnings and growth potential are unlimited.
- Running a business will provide endless variety, challenge and opportunities to learn.

Roanoke SCORE #26

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www.scorewilliamsburg.org

**SMALL BUSINESS
DEVELOPMENT CENTERS**

The U.S. Small Business Administration's Small Business Development Center (SBDC) program's mission is to build, sustain, and promote small business development and enhance local economies by creating businesses and jobs. This is accomplished by the provision and ensuing oversight of grants to colleges, universities and state governments so that they may provide business advice

At Virginia Commerce Bank, we want to help your business

run efficiently and profitably

Equipment Leasing Options

With VCB's equipment leasing options, you can get the equipment your business relies on — at the right rate and term, by working with one of our experienced leasing specialists.

Virginia Commerce Leasing provides both operating and capital leases for new and previously owned equipment. Almost any type of equipment can be leased — from computer, medical, vehicle and office equipment to manufacturing, construction and energy equipment.

Virginia Commerce Leasing has the financing tools to equip you for the future.

SBA Preferred Lending Options

VCB is approved to offer SBA loan products under the SBA's Preferred Lender program. Our responsive, knowledgeable SBA specialists provide competitive rates on loans backed by the Small Business Administration for business expansion, capital expenditures and ownership of real estate under the 7(a) and 504 programs.

We offer a variety of SBA loans suited to meet the unique borrowing needs of your business, including:

- SBA 7(a) loans
- SBA 504 loans
- SBA Express loans
- SBA Patriot Express loans



We're here to help finance the growth and success of your new or expanding business with a proven track record of helping businesses thrive.

Call us today at 877-822-5015 to see how we can help your business succeed.



www.VCBonline.com/business-lending.html

VIRGINIA COMMERCE BANK

and training to existing and potential small businesses.

The Small Business Development Center program, vital to the SBA's entrepreneurial outreach, has been providing service to small businesses for more than 30 years. It is one of the largest professional small business management and technical assistance networks in the nation. With more than 900 locations across the country, SBDCs offer free one-on-one expert business advice and low-cost training by qualified small business professionals to existing and future entrepreneurs.

In addition to its core services, the SBDC program offers special focus areas such as green business technology, disaster recovery and preparedness, international trade assistance, veteran's assistance, technology transfer and regulatory compliance.

The program combines a unique mix of federal, state and private sector resources to provide, in every state and territory, the foundation for the economic growth of small businesses. The return on investment is demonstrated by the program's success during 2011:

- Assisted more than 13,660 entrepreneurs to start new businesses – equating to 37 new business starts per day.
- Provided counseling services to more than 106,000 emerging entrepreneurs and nearly 100,000 existing businesses.
- Provided training services to approximately 353,000 clients.

The efficacy of the SBDC program has been validated by a nationwide impact study. Of the clients surveyed, more than 80 percent reported that the business assistance they received from the SBDC counselor was worthwhile. Similarly, more than 50 percent reported that SBDC guidance was beneficial in making the decision to start a business. More than 40 percent of long-term clients, those receiving 5 hours or more of counseling, reported an increase in sales and 38 percent reported an increase in profit margins.

For information on the SBDC program, visit www.sba.gov/sbdc. To schedule an appointment for counseling or to see the seminar schedule, contact the center nearest you from the list below.

VIRGINIA SBDC

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www.virginiassbdc.org

POTOMAC REGION

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Virginia Highlands SBDC

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WOMEN'S BUSINESS CENTERS

The SBA's Women Business Center (WBC) program is a network of 110 community-based centers that provide business training, coaching, mentoring and other assistance geared toward women, particularly those who are socially and economically disadvantaged. WBCs are located in nearly every state and U.S. territory and are partially funded through a cooperative agreement with the SBA.

To meet the needs of women entrepreneurs, WBCs offer services at convenient times and locations, including evenings and weekends. WBCs are located within non-profit host organizations that offer a wide variety of services in addition to the services provided by the WBC. Many of the WBCs also offer training and counseling



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and provide materials in different languages in order to meet the diverse needs of the communities they serve.

WBCs often deliver their services through long-term training or group counseling, both of which have shown to be effective. WBC training courses are often free or are offered at a small fee. Some centers will also offer scholarships based on the client's needs.

While most WBCs are physically located in one designated location, a number of WBCs also provide courses and counseling via the Internet, mobile classrooms and satellite locations. WBCs have a track record of success. In fiscal year 2011, the WBC program counseled and trained nearly 139,000 clients, creating local economic growth and vitality. In addition, WBCs helped entrepreneurs access more than \$134 million dollars in capital, representing a 400 percent increase from the previous year. Of the WBC clients that have received 3 or more hours of counseling, 15 percent indicated that the services led to hiring new staff, 34 percent indicated that the services led to an increased profit margin, and 47 percent indicated that the services led to an increase in sales.

In addition, the WBC program has taken a lead in preparing women business owners to apply for the Women-Owned Small Business (WOSB) Federal Contract program that authorizes contracting officers to set aside certain federal contracts for eligible women-owned small businesses or economically disadvantaged women-owned small businesses. For more information on the program, visit www.sba.gov/wosb.

To find the nearest SBA WBC, visit www.sba.gov/women.

Women's Business Resource Centers in Virginia

The Women's Business Center at New Visions, New Ventures assists entrepreneurs who want to start, strengthen or expand home-based or small businesses. The Center offers entrepreneurial training, including a comprehensive business planning course, free business counseling, access to loans through our lending partners, mentoring and networking opportunities, and Internet and computer access.

The Women's Business Center of Northern Virginia was funded by the U.S. Small Business Administration and Fairfax County to help any woman

in the Northern Virginia area who is interested in starting or expanding her small business. We offer free and low-cost training programs, free one-on-one technical counseling, marketing assistance, access to those who can make loans, help in getting special certifications to do business with local, state and federal government, a resource library, computers and Internet access, and more.

Women's Business Center of Northern Virginia

7001 Loisdale Rd.
Springfield, VA 22150
703-778-9922 • 703-768-0547 Fax
www.wbcnova.org
info@wbcnova.org

Women's Business Center

Old Dominion University - Business Gateway
(in partnership with the SBA)
4211 Monarch Way, Ste. 106
Norfolk, VA 23508
757-683-5506
jrobert@odu.edu

Women's Business Center

Richmond Economic Development Corporation (REDC)
(in partnership with SBA)
411 E. Franklin St., Ste. 203
Richmond, VA 23219
804-780-3012
rshelton@redccommunitycapital.org

EMERGING LEADERS (e200) INITIATIVE

The SBA's Emerging Leaders (e200) Initiative is currently hosted in 27 markets across the country using a nationally demonstrated research-based curriculum that supports the growth and development of small to medium-sized firms that have substantial potential for expansion and community impact. A competitive selection process results in company executives participating in high-level training and peer-networking sessions led by professional instructors.

Post-training, social and economic impact results from responding executives who participated in the 2008 - 2010 training classes indicate:

- More than half of participating businesses reported an increase in revenue, with average revenue of \$1,879,266.
- Participating businesses averaged \$2 million in revenue, with new cumulative financing of \$7.2 million secured in 2010.
- Nearly half of the participants secured federal, state, local and tribal contracts worth a cumulative total of \$287 million.

- Approximately half of the participants have hired new workers, creating 275 new jobs in 2010.
- All participants were trained on becoming SBA 8(a) certified firms; nearly 25 percent of respondents are currently certified as SBA 8(a) firms, while other participants reported a focused intention on applying to the 8(a) program.
- Nearly 50 percent of participating respondents were female executives and 70 percent were minority business executives.
- 85 percent of responding executives were Satisfied or Very Satisfied with the overall training series and results.

To find out more about this executive-level training opportunity, please visit www.sba.gov/e200 for host cities, training schedules, and selection criteria.

SBA'S ONLINE TOOLS AND TRAINING

SBA's Small Business Training Network is a virtual campus complete with free online courses, workshops, podcasts, learning tools and business-readiness assessments.

Key Features of the Small Business Training Network:

Training is available anytime and anywhere — all you need is a computer with Internet access.

- More than 30 free online courses and workshops available.
- Templates and samples to get your business planning underway.
- Online, interactive assessment tools are featured and used to direct clients to appropriate training.

Course topics include a financial primer keyed around SBA's loan-guarantee programs, a course on exporting, and courses for veterans and women seeking federal contracting opportunities, as well as an online library of podcasts, business publications, templates and articles.

Visit www.sba.gov/training for these free resources.

REACHING UNDERSERVED COMMUNITIES

The SBA also offers a number of programs specifically designed to meet the needs of the underserved communities.

WOMEN BUSINESS OWNERS

Women entrepreneurs are changing the face of America's economy. In the 1970s, women owned less than five percent of the nation's businesses.

Today, they are majority owners of about a third of the nation's small businesses and are at least equal owners of about half of all small businesses. SBA serves women entrepreneurs nationwide through its various programs and services, some of which are designed especially for women.

The SBA's Office of Women's Business Ownership (OWBO) serves as an advocate for women-owned businesses. The office oversees a nationwide network of 110 women's business centers that provide business training, counseling and mentoring geared specifically to women, especially those who are socially and economically disadvantaged. The program is a public-private partnership with locally-based nonprofits.

Women's Business Centers serve a wide variety of geographic areas, population densities, and economic environments, including urban, suburban, and rural. Local economies vary from depressed to thriving, and range from metropolitan areas to entire states. Each Women's Business Center tailors its services to the needs of its individual community, but all offer a variety of innovative programs, often including courses in different languages. They provide training in finance, management, and marketing, as well as access to all of the SBA's financial and procurement assistance programs.

VETERAN BUSINESS OWNERS

The Office of Veterans Business Development (OVBD), established with Public Law 106-50, has taken strides in expanding assistance to veteran, service-disabled veteran small business owners and reservists by ensuring they have access to SBA's full-range of business/technical assistance programs and services, and they receive special consideration for SBA's entrepreneurial program and resources.

The SBA's Veterans office provides funding and collaborative assistance for a number of special initiatives targeting local veterans, service-disabled veterans, and Reserve Component members. These initiatives include Veterans Business Outreach Centers (VBOCs), the business assistance tools –Balancing Business and Deployment, and Getting Veterans Back to Business, which includes interactive CD ROMs for reservists to help prepare for mobilization and/or reestablishment of businesses upon return from active duty.

The agency offers special assistance for small businesses owned by activated Reserve and National Guard members. Any self-employed Reserve or Guard member with an existing SBA loan can request from their SBA lender or SBA district office loan payment deferrals, interest rate reductions and other relief after they receive their activation orders. In addition, the SBA offers special low-interest-rate financing to small businesses when an owner or essential employee is called to active duty. The Military Reservist Economic Injury Disaster Loan Program (MREIDL) provides loans up to \$2 million to eligible small businesses to cover operating costs that cannot be met due to the loss of an essential employee

called to active duty in the Reserves or National Guard.

Each of the SBA's 68 District Offices also has a designated veteran's business development officer. These local points-of-contact assist veteran small business owners/entrepreneurs with starting, managing and growing successful small firms. Yearly, OVBD reaches thousands of veterans, Reserve component members, transitioning service members and others who are – or who want to become – entrepreneurs and small business owners. In fiscal year 2011, the number of veterans assisted through OVBD programs exceeded 135,000.

VETERANS BUSINESS OUTREACH CENTERS

The Veterans Business Outreach Program (VBOP) provides entrepreneurial development services to eligible veterans owning or considering starting a small business. The SBA has 15 Veterans Business Outreach Centers (VBOCs) that deliver a full-range of business assistance to veteran entrepreneurs and self-employed members of the Reserve and National Guard. Assistance to these entrepreneurs and small business



REACHING UNDERSERVED COMMUNITIES

owners includes 1) pre-business plan workshops, 2) concept assessment, 3) business plan preparations, 4) comprehensive feasibility analysis, 5) entrepreneurship training and 6) mentorship.

VBOCs aid clients in assessing their entrepreneurial needs and requirements, in developing and maintaining five-year business plans, and in evaluating and identifying the strengths and weaknesses in their business plans to increase the probability of success while simultaneously using the analysis to revise the strategic planning section of their business plans. Working with other SBA resource partners, VBOCs target entrepreneurial training projects and counseling sessions tailored specifically to address the needs and concerns of service-disabled veteran entrepreneurs.

Among SBA's unique services for veterans are: the Entrepreneurship Bootcamp for Veterans with Disabilities in partnership with eight top U.S. universities (www.whitman.sry.edu/ebv), WWISE, a program for training female veterans with an interest in and passion for entrepreneurship (www.syr.edu/vwise), and Operation Endure and Grow, a program for Reservists and their family members (www.whitman.sry.edu/endureandgrow).

For more information about small business lending programs for veteran business owners and Reserve or Guard members who are activated, including Patriot Express, microloans, and Advantage loans, see the section on Access to Capital. To learn more about the Veterans Business Outreach program or find the nearest SBA VBOC, visit www.sba.gov/vets.

Veterans Assistance

www.vetbiz.gov
www.sba.gov/vet

Hampton Roads Veterans Business Outreach Center

ODU Business Gateway,
Old Dominion University
4111 Monarch Way, Ste. 106
Norfolk, VA 23508
757-683-5517
hbarker@odu.edu
www.hrvboc.com

NATIONAL BOOTS TO BUSINESS INITIATIVE

The aptly named Operation Boots to Business program builds on SBA's role as a national leader in entrepreneurship training. It was piloted at four to five sites commencing in October 2012, and will be rolled out across the nation during fiscal year 2013. The SBA will leverage its ongoing collaboration with Syracuse University's Institute for Veterans and Military Families (IVMF) to provide comprehensive training materials specifically geared toward transitioning service members. SBA's expert Resource Partner network, including Women's Business Centers, SCORE chapters, Small Business Development Centers and Veterans' Business Outreach Centers, are already providing targeted, actionable, real-world entrepreneurship training to more than 100,000 veterans every year, many of whom are service members transitioning out of the military. Through the Boots to Business initiative, SBA Resource Partners will build on these efforts by deploying this expertise at military bases around the country to collaboratively deliver face-to-face introductory entrepreneurship training as a network. Syracuse and its affiliated university partners will then deliver intensive, 8-week online business planning training to those service members who choose such training after the face-to-face introductory course. Of course, counselors and mentors from SBA's Resource Partner network will be there to work with service members throughout the eight-week online course, and thereafter as these service members start their businesses.

The national program, when it is rolled out in fiscal year 2013, will be a robust, four-phase training program. The pilot is a more streamlined three-phase training program.

The national rollout of Operation Boots to Business: from Service to Startup aims to provide exposure to entrepreneurship to the 250,000 service members who transition every year.

For more information, contact James Williams, SBA Veteran's representative at 804-771-2400 ext. 123.

CENTER FOR FAITH-BASED AND NEIGHBORHOOD PARTNERSHIPS

Faith-Based and Neighborhood Partnerships know their communities, and they have earned the community's trust. Because of their credibility, they are uniquely positioned to build awareness of programs that encourage entrepreneurship, economic growth and job creation.

The SBA is committed to reaching out to faith-based and community organizations that are eligible to participate in the agency's programs by informing their congregants, members and neighbors about the SBA's programs. In particular, many faith-based and community non-profit organizations can provide a local financing option for entrepreneurs by becoming SBA Microloan Intermediaries. An SBA Microloan Intermediary often acts as a bank for entrepreneurs and small businesses that might otherwise be unable to find access to capital.

NATIVE AMERICAN BUSINESS DEVELOPMENT

The SBA Office of Native American Affairs (ONAA) ensures American Indians, Alaska Natives and Native Hawaiians seeking to create, develop and expand small businesses have full access to the necessary business development and expansion tools available through the agency's entrepreneurial development, lending, and contracting programs. The office provides a network of training (including the online tool "Small Business Primer: Strategies for Growth") and counseling services and engages in numerous outreach activities, such as tribal consultations, development and distribution of educational materials, attendance and participation in economic development events and assisting these small businesses with SBA programs.

Visit www.sba.gov/naa for more information.

Most new business owners who succeed have planned for every phase of their success. Thomas Edison, the great American inventor, once said, "Genius is 1 percent inspiration and 99 percent perspiration." That same philosophy also applies to starting a business.

First, you'll need to generate a little bit of perspiration deciding whether you're the right type of person to start your own business.

IS ENTREPRENEURSHIP FOR YOU?

There is simply no way to eliminate all the risks associated with starting a small business, but you can improve your chances of success with good planning, preparation and insight. Start by evaluating your strengths and weaknesses as a potential owner and manager of a small business. Carefully consider each of the following questions:

- **Are you a self-starter?** It will be entirely up to you to develop projects, organize your time, and follow through on details.
- **How well do you get along with different personalities?** Business owners need to develop working relationships with a variety of people including customers, vendors, staff, bankers, employees, and professionals such as lawyers, accountants, or consultants. Can you deal with a demanding client, an unreliable vendor, or a cranky receptionist if your business interests demand it?
- **How good are you at making decisions?** Small business owners are required to make decisions constantly — often quickly, independently, and under pressure.
- **Do you have the physical and emotional stamina to run a business?** Business ownership can be exciting, but it's also a lot of work. Can you face six or seven 12-hour workdays every week?
- **How well do you plan and organize?** Research indicates that poor planning is responsible for most business failures. Good organization — of financials, inventory, schedules, and production — can help you avoid many pitfalls.
- **Is your drive strong enough?** Running a business can wear you down emotionally. Some business owners burn out quickly from having to carry all the responsibility for the success of their business on their

own shoulders. Strong motivation will help you survive slowdowns and periods of burnout.

- **How will the business affect your family?** The first few years of business start-up can be hard on family life. It's important for family members to know what to expect and for you to be able to trust that they will support you during this time. There also may be financial difficulties until the business becomes profitable, which could take months or years. You may have to adjust to a lower standard of living or put family assets at risk.

Once you've answered these questions, you should consider what type of business you want to start. Businesses can include franchises, at-home businesses, online businesses, brick-and-mortar stores or any combination of those.

FRANCHISING

There are more than 3,000 business franchises. The challenge is to decide on one that both interests you and is a good investment. Many franchising experts suggest that you comparison shop by looking at multiple franchise opportunities before deciding on the one that's right for you.

Some of the things you should look at when evaluating a franchise: historical profitability, effective financial management and other controls, a good image, integrity and commitment, and a successful industry.

In the simplest form of franchising, while you own the business, its operation is governed by the terms of the franchise agreement. For many, this is the chief benefit for franchising. You are able to capitalize on a business format, trade name, trademark and/or support system provided by the franchisor. But you operate as an independent contractor with the ability to make a profit or sustain a loss commensurate with your ownership.

If you are concerned about starting an independent business venture, then franchising may be an option for you. Remember that hard work, dedication and sacrifice are key elements in the success of any business venture, including a franchise.

Visit www.sba.gov/franchise for more information.

HOME-BASED BUSINESSES

Going to work used to mean traveling from home to a plant, store or office. Today, many people do some or all their work at home.

Getting Started

Before diving headfirst into a home-based business, you must know why you are doing it. To succeed, your business must be based on something greater than a desire to be your own boss. You must plan and make improvements and adjustments along the road.

Working under the same roof where your family lives may not prove to be as easy as it seems. One suggestion is to set up a separate office in your home to create a professional environment.

Ask yourself these questions:

- Can I switch from home responsibilities to business work easily?
- Do I have the self-discipline to maintain schedules while at home?
- Can I deal with the isolation of working from home?

Legal Requirements

A home-based business is subject to many of the same laws and regulations affecting other businesses.

Some general areas include:

- **Zoning regulations.** If your business operates in violation of them, you could be fined or shut down.
- **Product restrictions.** Certain products cannot be produced in the home. Most states outlaw home production of fireworks, drugs, poisons, explosives, sanitary or medical products and toys. Some states also prohibit home-based businesses from making food, drink or clothing.

Be sure to consult an attorney and your local and state departments of labor and health to find out which laws and regulations will affect your business. Additionally, check on registration and accounting requirements needed to open your home-based business. You may need a work certificate or license from the state. Your business name may need to be registered with the state. A separate business telephone and bank account are good business practices.

Also remember, if you have employees you are responsible for withholding income and Social-Security taxes, and for complying with minimum wage and employee health and safety laws.

After you've thought about what type of business you want, the next step is to develop a business plan. Think of the business plan as a roadmap with milestones for the business. It begins as a pre-assessment tool to determine profitability and market share, and then expands as an in-business assessment tool to determine success, obtain financing and determine repayment ability, among other factors.

Creating a comprehensive business plan can be a long process, and you need good advice. The SBA and its resource partners, including Small Business Development Centers, Women's Business Centers, Veterans Business Outreach Centers, and SCORE, have the expertise to help you craft a winning business plan. The SBA also offers online templates to get you started.

In general, a good business plan contains:

Introduction

- Give a detailed description of the business and its goals.
- Discuss ownership of the business and its legal structure.
- List the skills and experience you bring to the business.
- Discuss the advantages you and your business have over competitors.



Marketing

- Discuss the products and services your company will offer.
- Identify customer demand for your products and services.
- Identify your market, its size and locations.
- Explain how your products and services will be advertised and marketed.
- Explain your pricing strategy.

Financial Management

- Develop an expected return on investment and monthly cash flow for the first year.

- Provide projected income statements and balance sheets for a two-year period.
- Discuss your break-even point.
- Explain your personal balance sheet and method of compensation.
- Discuss who will maintain your accounting records and how they will be kept.
- Provide "what if" statements addressing alternative approaches to potential problems.

Operations

- Explain how the business will be managed day-to-day.
- Discuss hiring and personnel procedures.
- Discuss insurance, lease or rent agreements, and issues pertinent to your business.
- Account for the equipment necessary to produce your goods or services.
- Account for production and delivery of products and services.

Concluding Statement

Summarize your business goals and objectives and express your commitment to the success of your business. Once you have completed your business plan, review it with a friend or business associate and professional business counselor like SCORE, WBC or SBDC representatives, SBA district office economic development specialists or veterans' business development specialists.

Remember, the business plan is a flexible document that should change as your business grows.



COMMONWEALTH OF VIRGINIA RESOURCES FOR SMALL BUSINESS

FINANCIAL SERVICES

Small Business Microloan Program

The Virginia Small Business Finance Authority (VSBFA) helps Virginia's existing businesses through our extensive portfolio of financing programs. Our Small Business Microloan Program is for those small dollar financing needs. Loans up to \$10,000 for businesses that have been in existence for 2 years or more. Special consideration is given to clients of the Small Business Development Center for easy increases up to \$25,000.

WORKFORCE SERVICES

The Virginia Jobs Investment Program supports for-profit small businesses (250 employees or less) in targeted business sectors (does not include retail) with the following:

Small Business Grant Fund

Provides funding to off-set recruiting and training costs for companies creating at least 5 net new jobs within 24 months; making at least \$100,000 in new capital investment; and paying at least \$9.79 per hour.

In high unemployment areas, this wage requirement may be waived.

Provides funding for retraining existing workers in the manufacturing, distribution, and B2B information technology business sectors which are integrating new technologies and processes. Eligible companies must be retraining at least 5 workers; making at least \$50,000 in new capital investment; and paying at least \$9.79 per hour.

INFORMATION SERVICES

Business One Stop

Business One Stop accelerates new business formation and the Virginia Business Information Center answers all types of business questions. This team offers free business training for entrepreneurs and existing businesses. Please visit www.vastartup.org for a workshop near you.

For more information, call or email VBIC: Toll free: 1-(866) 248-8814 Email: vbic@vdba.virginia.gov

CAPITAL

Financing Options to Start or Grow Your Business



Many entrepreneurs need financial resources to start or expand a small business themselves and must combine what they have with other sources of financing. These sources can include family and friends, venture-capital financing, and business loans.

This section of the Small Business Resource guide discusses SBA's primary business loan and equity financing programs. These are: the 7(a) Loan Program, the Certified Development Company or 504 Loan Program, the Microloan Program and the Small Business Investment Company Program. The distinguishing features for these programs are the total dollar amounts that can be borrowed, the type of lenders who can provide these loans, the uses for the loan proceeds, and the terms placed on the borrower.

Note: The SBA does not offer grants to individual business owners to start or grow a business.

SBA BUSINESS LOANS

If you are contemplating a business loan, familiarize yourself with the SBA's business loan programs to see if they may be a viable option. Keep in mind the dollar amount you seek to borrow and how you want to use the loan proceeds. The three principal

players in most of these programs are the applicant small business, the lender and the SBA. The agency guarantees a portion of the loan (except for microloans). The business should have its business plan prepared before it applies for a loan. This plan should explain what resources will be needed to accomplish the desired business purpose including the associated costs, the applicants' contribution, use of loan proceeds, collateral, and, most important, an explanation of how the business will be able to repay the loan in a timely manner.

The lender will analyze the application to see if it meets the lender's criteria and SBA's requirements. The SBA will look to the lender to do much, if not all, of the analysis before it provides its guaranty on the lender's loan. In the case of microlenders, SBA loans these intermediaries funds at favorable rates to re-lend to businesses with financing needs up to \$50,000. The SBA's business loan programs provide a key source of financing for viable small businesses that have real potential but cannot qualify for long-term, stable financing.

7(a) LOAN PROGRAM

The 7(a) Loan program is the SBA's primary business loan program. It is the agency's most frequently used

non-disaster financial assistance program because of its flexibility in loan structure, variety of loan proceeds and availability. The program has broad eligibility requirements and credit criteria to accommodate a wide range of financing needs.

The business loans that SBA guarantees do not come from the agency, but rather from banks and other approved lenders. The loans are funded by these organizations, and they make the decisions to approve or not approve the applicants' requests.

The SBA guaranty reduces the lender's risk of borrower non-payment. If the borrower defaults, the lender can request the SBA to pay the lender that percentage of the outstanding balance guaranteed by the SBA. This allows the lender to recover a portion from the SBA of what it lent if the borrower can't make the payments. The borrower is still obligated for the full amount.

To qualify for an SBA loan, a small business must meet the lender's criteria and the 7(a) requirements. In addition, the lender must certify that it would not provide this loan under the proposed terms and conditions unless it can obtain an SBA guaranty. If the SBA is going to provide a lender with a guaranty, the applicant must be eligible and creditworthy and the loan structured under conditions acceptable to the SBA.

Percentage of Guaranties

The SBA only guarantees a portion of any particular loan so each loan will also have an unguaranteed portion, giving the lender a certain amount of exposure and risk on each loan. The percentage the SBA guarantees depends on either the dollar amount or the program the lender uses to obtain its guaranty. For loans of \$150,000 or less the SBA may guaranty as much as 85 percent and for loans over \$150,000 the SBA can provide a guaranty of up to 75 percent.

The maximum 7(a) loan amount is \$5 million. (Loans made under the SBAExpress program, which is discussed later in this section, have a 50 percent guaranty.)

What to Take to the Lender

Documentation requirements may vary; contact your lender for the information you must supply.

Common requirements include the following:

- Purpose of the loan
- History of the business
- Financial statements for three years (existing businesses)
- Schedule of term debts (existing businesses)
- Aging of accounts receivable and payable (existing businesses)
- Projected opening-day balance sheet (new businesses)
- Lease details
- Amount of investment in the business by the owner(s)
- Projections of income, expenses and cash flow as well as an explanation of the assumptions used to develop these projections
- Personal financial statements on the principal owners
- Resume(s) of the principal owners and managers.

How the 7(a) Program Works

Applicants submit their loan application to a lender for the initial review. The lender will generally review the credit merits of the request before deciding if they will make the loan themselves or if they will need an SBA guaranty. If a guaranty is needed, the lender will also review eligibility. The applicant should be prepared to complete some additional documents before the lender sends the request for guaranty to the SBA. Applicants who feel they need more help with the process should contact their local SBA district office or one of the SBA's resource partners for assistance.

There are several ways a lender can apply for a 7(a) guaranty from the SBA. The main differences between these methods are related to the documentation the lender provides, the amount of review the SBA conducts, the amount of the loan and the lender responsibilities in case the loan defaults and the business' assets must be liquidated. The methods are:

- Standard 7(a) Guaranty
- Certified Lender Program
- Preferred Lender Program
- Rural Lender Advantage
- SBA *Express*
- Patriot *Express*
- Export *Express*
- Small Loan Advantage
- Community Advantage

For the Standard, Certified and Preferred methods, the applicant

fills out SBA Form 4, and the lender completes SBA Form 4-1. When requests for guarantees are processed using Express or Advantage methods, the applicant uses more of the regular forms of the lender and just has a few federal forms to complete. When the SBA receives a request that is processed through Standard or Certified Lender Program procedures, it either reanalyzes or reviews the lender's eligibility and credit analysis before deciding to approve or reject. For requests processed through the Preferred Lender Program or Express programs, the lender is delegated the authority to make the credit decision without the SBA's concurrences, which helps expedite the processing time.

In guaranteeing the loan, the SBA assures the lender that, in the event the borrower does not repay the loan, the government will reimburse the lending institution for a portion of its loss. By providing this guaranty, the SBA is able to help tens of thousands of small businesses every year get financing they might not otherwise obtain.

After SBA approval, the lender is notified that its loan has been guaranteed. The lender then will work with the applicant to make sure the terms and conditions are met before closing the loan, disbursing the funds, and assuming responsibility for collection and general servicing. The borrower makes monthly loan payments directly to the lender. As with any loan, the borrower is responsible for repaying the full amount of the loan in a timely manner.

What the SBA Looks for:

- Ability to repay the loan on time from the projected operating cash flow;
- Owners and operators who are of good character;
- Feasible business plan;
- Management expertise and commitment necessary for success;
- Sufficient funds, including the SBA guaranteed loan, to operate the business on a sound financial basis (for new businesses, this includes the resources to meet start-up expenses and the initial operating phase);
- Adequate equity invested in the business; and
- Sufficient collateral to secure the loan or all available collateral if the loan cannot be fully secured.

Interest Rates and Fees

The actual interest rate for a 7(a) loan guaranteed by the SBA is negotiated between the applicant and lender and subject to the SBA maximums. Both fixed and variable interest rate structures are available. The maximum rate comprises two parts, a base rate and an allowable spread. There are three acceptable base rates (Wall Street Journal Prime*, London Interbank One Month Prime plus 3 percent, and an SBA Peg Rate). Lenders are allowed to add an additional spread to the base rate to arrive at the final rate. For loans with maturities of less than seven years, the maximum spread will be no more than 2.25 percent. For loans with maturities of seven years or more, the maximum spread will be 2.75 percent. The spread on loans under \$50,000 and loans processed through Express procedures may be higher.

Loans guaranteed by the SBA are assessed a guaranty fee. This fee is based on the loan's maturity and the dollar amount guaranteed, not the total loan amount. The guaranty fee is initially paid by the lender and then passed on to the borrower at closing. The funds to reimburse the lender can be included in the loan proceeds.

On any loan with a maturity of one year or less, the fee is just 0.25 percent of the guaranteed portion of the loan. On loans with maturities of more than one year, the normal guaranty fee is 2 percent of the SBA guaranteed portion on loans up to \$150,000; 3 percent on loans over \$150,000 but not more than \$700,000; and 3.5 percent on loans over \$700,000. There is also an additional fee of 0.25 percent on any guaranteed portion over \$1 million.

** All references to the prime rate refer to the base rate in effect on the first business day of the month the loan application is received by the SBA.*

7(a) Loan Maturities

The SBA's loan programs are generally intended to encourage longer term small-business financing, but actual loan maturities are based on the ability to repay, the purpose of the loan proceeds and the useful life of the assets financed. However, maximum loan maturities have been established: 25 years for real estate; up to 10 years for equipment (depending on the useful life of the equipment); and generally up to seven years for working capital. Short-term loans and revolving lines of credit are also available through the SBA to help small businesses meet their short-term and cyclical working capital needs.

Structure

Most 7(a) loans are repaid with monthly payments of principal and interest. For fixed-rate loans the payments stay the same, whereas for variable rate loans the lender can re-establish the payment amount when the interest rates change or at other intervals, as negotiated with the borrower. Applicants can request that the lender establish the loan with interest-only payments during the start-up and expansion phases (when eligible) to allow the business time to generate income before it starts making full loan payments. Balloon payments or call provisions are not allowed on any 7(a) loan. The lender may not charge a prepayment penalty if the loan is paid off before maturity, but the SBA will charge the borrower a prepayment fee if the loan has a maturity of 15 or more years and is pre-paid during the first three years.

Collateral

The SBA expects every 7(a) loan to be fully secured, but the SBA will not decline a request to guaranty a

loan if the only unfavorable factor is insufficient collateral, provided all available collateral is offered. What these two policies mean is that every SBA loan is to be secured by all available assets (both business and personal) until the recovery value equals the loan amount or until all assets have been pledged to the extent that they are reasonably available. Personal guaranties are required from all the principal owners of the business. Liens on personal assets of the principals may be required.

Eligibility

7(a) loan eligibility is based on four different factors. The first is size, as all loan recipients must be classified as “small” by the SBA. The basic size standards are outlined below. A more in-depth listing of standards can be found at www.sba.gov/size. **SBA Size Standards have the following general ranges:**

- Manufacturing — from 500 to 1,500 employees
- Wholesale Trades — Up to 100 employees

- Services — \$2 million to \$35.5 million in average annual receipts
- Retail Trades — \$7 million to \$35.5 million in average annual receipts
- Construction — \$7 million to \$33.5 million in average annual receipts
- Agriculture, Forestry, Fishing, and Hunting — \$750,000 to \$17.5 million in average annual receipts

There is an alternate size standard for businesses that do not qualify under their industry size standards for SBA funding – tangible net worth (\$15 million or less) and average net income (\$5 million or less for two years). This new alternate makes more businesses eligible for SBA loans and applies to SBA non-disaster loan programs, namely its 7(a) Business Loans and Development Company programs.

Nature of Business

The second eligibility factor is based on the nature of the business and the process by which it generates income or the customers it serves. The SBA has general prohibitions against providing financial assistance to businesses

SUCCESS STORY

Interactive Achievement, Inc.

continued from page 7

Interactive Achievement's flagship product is the Online Teacher Resource and Assessment Community, known as OnTRAC. OnTRAC is a web-based instructional improvement system that delivers standard-aligned content, assessments, and instant reports for precise analysis of student achievement. OnTRAC includes an expandable database of over 30,000 questions and is available for use in all elementary, middle and high schools in the four core curriculum areas of English, Mathematics, History and Science. While the system helps students in preparing for the end of year standards of learning tests, it is more useful as a tool that provides information for educators to improve instruction and student achievement.

In five short years Interactive Achievement has expanded to over eighty-five school districts with more than 295,000 students having answered over 177 million questions. The company has grown to 37 full-time employees and five part-time employees and revenues of over \$3.5 million a year. In 2011 Interactive Achievement opened a second location in Columbia, South Carolina.

The five years of growth have not been without challenges. Like most small businesses experiencing significant growth, obtaining long-term financing was challenging. IA needed long-term financing to handle the dramatic growth of the business.

Software service companies like IA don't have substantial hard assets to use as collateral to secure a loan; consequently an SBA guarantee filled the collateral gap allowing Valley Bank to provide a \$350,000 term loan to fund additional growth. The SBA loan was essential in funding software development and business development issues that helped the company grow.

The other funding issue revolved around the fact that the cash flow of the business is seasonal, a reflection of the school and fiscal year calendars. Through the initial years of operation the owner's capital was used to fund seasonal cash needs, but as the business grew this became insufficient. The company was able to demonstrate the historical seasonality of the business and obtain a line of credit to meet its cash obligations.

Interactive Achievement is a very unique business in that about 40% of its employees are trained educators with classroom experience which helps with product development and improvement. It also aids in customer communication as the majority of their customers are educators in various school districts.

Interactive Achievement has partnered with Roanoke City Schools to pilot an “adopt a school” program, and has adopted Westside Elementary. The goal of the program is to

make a measurable, quantifiable difference in Westside Elementary School's test scores, student culture and morale, and to create a program that can be successfully transplanted and replicated by other local businesses. IA employees volunteer in different areas of need determined by administrative staff at Westside. Employees are allowed and encouraged to volunteer during the work day without loss of pay. Examples of volunteer activities include reading to students, creating data programs to increase teacher efficiency and then helping teachers to understand the data and apply it to their instruction, and help with fundraising.

IA has also started the Interactive Achievement Foundation for Kids. One of the primary focuses of the foundation is partnering with local groups and schools to develop “Success Dollars” for students who are at risk. The at-risk students are able to earn “Success Dollars” throughout the school year for raising their grades, attending school regularly, and to stop receiving discipline referrals. At the end of each semester students visit IA's corporate headquarters and purchase items from the “Success Store”.

Interactive Achievement was named the 2011 Small Business of the Year by the Roanoke Regional Chamber of Commerce and Small Business Development Center.

involved in such activities as lending, speculating, passive investment, pyramid sales, loan packaging, presenting live performances of a prurient sexual nature, businesses involved in gambling and any illegal activity.

The SBA also cannot make loan guaranties to non-profit businesses, private clubs that limit membership on a basis other than capacity, businesses that promote a religion, businesses owned by individuals incarcerated or on probation or parole, municipalities, and situations where the business or its owners previously failed to repay a federal loan or federally assisted financing.

Use of Proceeds

The third eligibility factor is use of proceeds. 7(a) proceeds can be used to: purchase machinery; equipment; fixtures; supplies; make leasehold improvements; as well as land and/or buildings that will be occupied by the business borrower.

Proceeds can also be used to:

- Expand or renovate facilities;
- Acquire machinery, equipment, furniture, fixtures and leasehold improvements;
- Finance receivables and augment working capital;
- Finance seasonal lines of credit;
- Acquire businesses;
- Start businesses;
- Construct commercial buildings; and
- Refinance existing debt under certain conditions.

SBA 7(a) loan proceeds cannot be used for the purpose of making investments. SBA proceeds cannot be used to provide funds to any of the owners of the business except for ordinary compensation for actual services provided.

Miscellaneous Factors

The fourth factor involves a variety of requirements such as SBA's credit elsewhere test and utilization of personal assets requirements, where the business and its principal owners must use their own resources before getting a loan guaranteed by the SBA. It also includes the SBA's anti-discrimination rules and limitations on lending to agricultural enterprises because there are other agencies of the federal government with programs to fund such businesses.

Generally, SBA loans must meet the following criteria:

- Every loan must be for a sound business purpose;
- There must be sufficient invested equity in the business so it can operate on a sound financial basis;

- There must be a potential for long-term success;
- The owners must be of good character and reputation; and
- All loans must be so sound as to reasonably assure repayment.

For more information, go to www.sba.gov/apply.

SPECIAL PURPOSE 7(a) LOAN PROGRAMS

The 7(a) program is the most flexible of the SBA's lending programs. The agency has created several variations to the basic 7(a) program to address the

particular financing needs of certain small businesses. These special purpose programs are not necessarily for all businesses but may be very useful to some small businesses. They are generally governed by the same rules, regulations, fees, interest rates, etc., as the regular 7(a) loan guaranty. Lenders can advise you of any variations.

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Credit Reporting Companies

To check your own credit, contact the following:
FREE CREDIT REPORTS: Under a federal law called the Fair and Accurate Credit Transactions Act (FACT Act), Virginia consumers may request a free copy of their credit report. The three major credit organizations have established a centralized site from which these credit reports may be ordered. The website and mailing address are:

Annual Credit Report Request Service

P.O. Box 105281
 Atlanta, GA 30348-5281
 Or call 877-322-8228
www.annualcreditreport.com

Equifax

P.O. Box 740241
 Atlanta, GA 30374-0241
 888-202-4025
www.equifax.com

Experian (formerly TRW)

P.O. Box 2104
 Allen, TX 75013-2104
 888 EXPERIAN
 888-397-3742
www.experian.com

Trans Union Corporation

P.O. Box 2000
 Chester, PA 19022
 800-916-8800
www.transunion.com

If you need credit assistance, contact
 Consumer Credit Counseling at:
www.cccsintl.org

SBAExpress

The SBAExpress guaranty is available to lenders as a way to obtain a guaranty on smaller loans up to \$350,000. The program authorizes select, experienced lenders to use mostly their own forms, analysis and procedures to process, service and disburse SBA-guaranteed loans. The SBA guarantees up to 50 percent of an SBAExpress loan. Loans under \$25,000 do not require collateral. The use of loan proceeds is the same as for any basic 7(a) loan. Like most 7(a) loans, maturities are usually five to seven years for working capital and up to 25 years for real estate or equipment. Revolving lines of credit are allowed for a maximum of seven years.

Patriot Express and Other Lending Programs For Veterans

The Patriot Express pilot loan initiative is for veterans and members of the military community wanting to establish or expand a small business. Eligible military community members include:

- Veterans;
- Service-disabled veterans;
- Active-duty service members eligible for the military's Transition Assistance Program;
- Reservists and National Guard members;
- Current spouses of any of the above, including any service member;
- The widowed spouse of a service member or veteran who died during service or of a service-connected disability.

The Patriot Express loan is offered by the SBA's nationwide network of private lenders and features the fastest turnaround time for loan approvals. Loans are available up to \$500,000 and qualify for SBA's maximum guaranty of 85 percent for loans of \$150,000 or less and 75 percent for loans over \$150,000 up to \$500,000. For loans above \$350,000, lenders are required to either obtain all collateral or enough collateral so the value is equal to the loan amount.

The Patriot Express loan can be used for most business purposes, including start-up, expansion, equipment purchases, working capital, and inventory or business-occupied real-estate purchases.

Patriot Express loans feature the SBA's lowest interest rates for business loans, generally 2.25 percent to 4.75 percent over prime depending upon the size and maturity of the loan. Your local SBA district office will have a listing of Patriot Express lenders in your area. More information is available at www.sba.gov/patriotexpress.

Self-employed Reserve or Guard members with an existing SBA loan can request from their SBA lender or SBA district office, loan payment deferrals, interest rate reductions and other relief after they receive activation orders. The SBA also offers special low-interest-rate financing of up to \$2 million when an owner or essential employee is called to active duty through the Military Reservist Economic Injury Disaster Loan program (MREIDL) to help cover operating costs due to the loss of an essential employee called to active duty.

Rural Lender Advantage

The Small/Rural Lender Advantage (SRLA) initiative is designed to accommodate the unique loan processing needs of small community/rural-based lenders by simplifying and streamlining the loan application process and procedures, particularly for smaller SBA loans. It is part of a broader SBA initiative to promote the economic development of local communities, particularly those facing the challenges of population

loss, economic dislocation and high unemployment. Visit www.sba.gov/content/rural-business-loans for more information.

Advantage Loans

In early 2011, the SBA rolled out two Advantage loan initiatives aimed at helping entrepreneurs and small business owners in underserved communities gain access to capital.

The **Small Loan Advantage** program is available to lenders participating in the Preferred Lenders Program. SBA lenders who are not participating in the Preferred Lenders Program can contact their local district office to apply.

The **Community Advantage pilot program** opens up 7(a) lending to mission-focused, community-based lenders – such as Community Development Financial Institutions (CDFIs), Certified Development Companies (CDCs), and microlenders – who provide technical assistance and economic development support in underserved markets.

More information on both programs is available at www.sba.gov/advantage.
COMMUNITY ADVANTAGE LENDERS IN VIRGINIA

Rappahannock Economic Dev. Corporation

1125 Jefferson Davis Hwy., Ste. 420
 Fredericksburg, VA 22401
 Jeff Rouse
 540-373-2897 • 540-526-9898 Fax
jrouse@redco504.org

REDC Community Capital Group, Inc.

411 E. Franklin St., Ste. 203
 Richmond, VA 23219
 Randy Shelton
 804-780-3012 • 804-788-4310 Fax
rrshelton@redccommunitycapital.org

CAPLines

The CAPLines program for loans up to \$5 million is designed to help small businesses meet their short-term and cyclical working capital needs. The programs can be used to finance seasonal working capital needs; finance the direct costs of performing certain construction, service and supply contracts, subcontracts, or purchase orders; finance the direct cost associated with commercial and residential construction; or provide general working capital lines of credit. The SBA provides up to an 85 percent guarantee. There are four distinct loan programs under the CAPLine umbrella:

- **The Contract Loan Program** is used to finance the cost associated with contracts, subcontracts, or purchase orders. Proceeds can be disbursed

before the work begins. If used for one contract or subcontract, it is generally not revolving; if used for more than one contract or subcontract at a time, it can be revolving. The loan maturity is usually based on the length of the contract, but no more than 10 years. Contract payments are generally sent directly to the lender but alternative structures are available.

- **The Seasonal Line of Credit Program** is used to support buildup of inventory, accounts receivable or labor and materials above normal usage for seasonal inventory. The business must have been in business for a period of 12 months and must have a definite established seasonal pattern. The loan may be used over again after a "clean-up" period of 30 days to finance activity for a new season. These loans also may have a maturity of up to five years. The business may not have another seasonal line of credit outstanding but may have other lines for non-seasonal working capital needs.
- **The Builders Line Program** provides financing for small contractors or developers to construct or rehabilitate residential or commercial property. Loan maturity is generally three years but can be extended up to five years, if necessary, to facilitate sale of the property. Proceeds are used solely for direct expenses of acquisition, immediate construction and/or significant rehabilitation of the residential or commercial structures. The purchase of the land can be included if it does not exceed 20 percent of the loan proceeds. Up to 5 percent of the proceeds can be used for physical improvements that benefit the property.
- **The Working Capital Line** is a revolving line of credit (up to \$5,000,000) that provides short term working capital. These lines are generally used by businesses that provide credit to their customers. Disbursements are generally based on the size of a borrower's accounts receivable and/or inventory. Repayment comes from the collection of accounts receivable or sale of inventory. The specific structure is negotiated with the lender. There may be extra servicing and monitoring of the collateral for which the lender can charge up to 2 percent annually to the borrower.

International Trade Loan Program

The SBA's International Trade Loan (ITL) is designed to help small businesses enter and expand into international markets and, when adversely affected by import competition, make the investments necessary to better compete. The ITL offers a combination of fixed asset,

working capital financing and debt refinancing with the SBA's maximum guaranty--90 percent--on the total loan amount. The maximum loan amount is \$5 million in total financing.

Guaranty Coverage

The SBA can guaranty up to 90 percent of an ITL up to a maximum of \$4.5 million, less the amount of the guaranteed portion of other SBA loans outstanding to the borrower. The maximum guaranty for any working capital component of an ITL is limited to \$4 million. Any other working capital SBA loans that the borrower has are counted against the \$4 million guaranty limit.

Use of Proceeds

- For the facilities and equipment portion of the loan, proceeds may be used to acquire, construct, renovate, modernize, improve or expand facilities or equipment in the U.S. to produce goods or services involved in international trade, including expansion due to bringing production back from overseas if the borrower exports to at least one market.

- Working capital is an allowable use of proceeds under the ITL.
- Proceeds may be used for the refinancing of debt not structured on reasonable terms and conditions, including any debt that qualifies for refinancing under the standard SBA 7(a) Loan Program.

Loan Term

- Maturities on the working capital portion of the ITL are typically limited to 10 years.
- Maturities of up to 10 years on equipment unless the useful life exceeds 10 years.
- Maturities of up to 25 years are available for real estate.
- Loans with a mixed use of fixed-asset and working-capital financing will have a blended-average maturity.

Interest Rates

Lenders may charge between 2.25 to 2.75 percent above the prime rate (as published in the Wall Street Journal) depending upon the maturity of the loan. Interest rates on loans of \$50,000 and less can be slightly higher.

Exporter Eligibility

- Applicants must meet the same eligibility requirements as for the SBA's standard 7(a) Loan Program.



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- Applicants must also establish that the loan will allow the business to expand or develop an export market or, demonstrate that the business has been adversely affected by import competition and that the ITL will allow the business to improve its competitive position. In addition, “indirect export” is an acceptable eligibility criterion for the ITL. Indirect exports occur when the borrower’s customer is a U.S.-based business that might incorporate the borrower’s product into a final product being exported or an Export Trading Company that purchases a product to be exported. The borrower would need documentation from the exporter-of-record that its product, is, in fact, being exported.

Foreign Buyer Eligibility

Foreign buyers must be located in those countries wherein the Export-Import Bank of the U.S. is not prohibited from providing financial assistance.

Collateral Requirements

- Only collateral located in the U.S. (including its territories and possessions) is acceptable.
- First lien on property or equipment financed by the ITL or on other assets of the business is required. However, an ITL can be secured by a second lien position if the SBA determines there is adequate assurance of loan payment.
- Additional collateral, including personal guaranties and those assets not financed with ITL proceeds, may be appropriate.

How to Apply

- A small business seeking an ITL must apply to an SBA-participating lender. The lender will submit a completed Application for Business Loan (SBA Form 4), including all exhibits, to the SBA. Visit <http://www.sba.gov> to find your local SBA district office for a list of participating lenders.
- A small business wanting to qualify as adversely impacted from import competition must submit supporting documentation that explains the impact, and a plan with projections that explains how the loan will improve the business’ competitive position.
- A small business expanding exports would need a business plan and export sales projections showing increased export sales and/or global competitiveness as a result of the ITL financing.

Export Express

SBA Export Express offers flexibility and ease of use for both borrowers and lenders. It is the simplest export loan product offered by the SBA and

allows participating lenders to use their own forms, procedures and analyses. The SBA provides the lender with a response within 36 hours.

This loan is subject to the same loan processing, closing, servicing and liquidation requirements as well as the same maturity terms, interest rates and applicable fees as for other SBA loans (except as noted below).

Guaranty Coverage

The SBA provides lenders with a 90 percent guaranty on loans up to \$350,000 and a 75 percent guaranty on loans between more than \$350,001 and \$500,000.

Use of Proceeds

Loan proceeds may be used for business purposes that will enhance a company’s export development. Export Express can take the form of a term loan or a revolving line of credit. As an example, proceeds can be used to fund participation in a foreign trade show, finance standby letters of credit, translate product literature for use in foreign markets, finance specific export orders, as well as to finance expansions, equipment purchases, and inventory or real estate acquisitions, etc.

Ineligible Use of Proceeds

Proceeds may not be used to finance overseas operations other than those strictly associated with the marketing and/or distribution of products/services exported from the U.S.

Exporter Eligibility

Any business that has been in operation, although not necessarily in exporting, for at least 12 full months and can demonstrate that the loan proceeds will support its export activity is eligible for Export Express.

Foreign Buyer Eligibility

The exporter’s foreign buyer must be a creditworthy entity and the methods of payment must be acceptable to the SBA and the SBA lender.

How to Apply

Interested businesses should contact their existing lender to determine if they are an SBA Express lender. Lenders that participate in SBA’s Express program are also able to make Export Express loans. Application is made directly to the lender. Lenders use their own application material in addition to the SBA’s Borrower Information Form. Lenders’ approved requests are then submitted with a

limited amount of eligibility information to the SBA’s National Loan Processing Center for review.

Export Working Capital Program

The SBA’s Export Working Capital Program (EWCP) assists lenders in meeting the needs of exporters seeking short-term export working capital. Exporters can apply for EWCP loans in advance of finalizing an export sale or contract. With an approved EWCP loan in place, exporters have greater flexibility in negotiating export payment terms — secure in the assurance that adequate financing will be in place when the export order is won.

Benefits of the EWCP

- Financing for suppliers, inventory or production of export goods.
- Export working capital during long payment cycles.
- Financing for stand-by letters of credit used as bid or performance bonds or down payment guarantees.
- Reserves domestic working capital for the company’s sales within the U.S.
- Permits increased global competitiveness by allowing the exporter to extend more liberal sales terms.
- Increases sales prospects in under-developed markets which have high capital costs for importers.
- Low fees and quick processing times.

Guaranty Coverage

- Maximum loan amount is \$5,000,000.
- 90 percent of principal and accrued interest up to 120 days.
- Low guaranty fee of one-quarter of one percent of the guaranteed portion for loans with maturities of 12 months or less.
- Loan maturities are generally for 12 months or less.

Use of Proceeds

- To pay for the manufacturing costs of goods for export.
- To purchase goods or services for export.
- To support standby letters of credit to act as bid or performance bonds.
- To finance foreign accounts receivable.
- Indirect exports also are an eligible use of proceeds. Indirect exports occur when the borrower’s customer is U.S.-based businesses that might incorporate the borrower’s product in a final product being exported or an Export Trading Company that purchases a product to be exported. The borrower would need documentation from the exporter of record that its product is, in fact, being exported/

Interest Rates

The SBA does not establish or subsidize interest rates on loans. The

interest rate can be fixed or variable and is negotiated between the borrower and the participating lender.

Advance Rates

- Up to 90 percent on purchase orders.
- Up to 90 percent on documentary letters of credit.
- Up to 90 percent on foreign accounts receivable.
- Up to 75 percent on eligible foreign inventory located within the U.S.
- In all cases, not to exceed the exporter's costs.

Collateral Requirements

Transaction collateral is typically adequate to secure an EWCP loan via export-related inventory, and the accounts receivable generated by the export sales, as well as an assignment of proceeds of any letter of credit or insurance policies covering export sales financed with EWCP funds. The SBA requires the personal guarantee of owners with 20 percent or more ownership stake.

How to apply

Application is made directly to the SBA's participating lenders. Businesses are encouraged to contact SBA staff at their local U.S. Export Assistance Center (USEAC) to discuss whether they are eligible for the EWCP and whether it is the appropriate tool to meet their export financing needs. Participating lenders review/approve the application and submit the request to SBA staff at the local USEAC.

U.S. Export Assistance Center

There are 20 U.S. Export Assistance Centers located throughout the U.S. They are staffed by SBA, U.S. Department of Commerce and, in some locations, Export-Import Bank of the U.S. personnel, and provide trade promotion and export-finance assistance in a single location. The USEACs also work closely with other federal, state and local international trade organizations to provide assistance to small businesses. To find your nearest USEAC, visit: www.sba.gov/content/us-export-assistance-centers. You can find additional export training and counseling opportunities by contacting your local SBA office.

William Houck-Northern Virginia Export Assistance Center

Regional Manager, Export Solutions Group
2800 S. Randolph St., Ste. 800
Arlington, VA 22206
202-557-4063 • 202-292-3539 Fax
william.houck@sba.gov

CERTIFIED DEVELOPMENT COMPANY LOAN PROGRAM (504 LOANS)

The 504 Loan program is an economic development program that supports American small business growth and helps communities through business expansion and job creation. This SBA program provides long-term, fixed-rate, subordinate mortgage financing for acquisition and/or renovation of capital assets including land, buildings and equipment. Some refinancing is also permitted. Most for-profit small businesses are eligible for this program. The types of businesses excluded from 7(a) loans (listed previously) are also excluded from the 504 loan program.

Loans are provided through Certified Development Companies. CDCs work with banks and other lenders to make loans in first position on reasonable terms, helping lenders retain growing customers and provide Community Redevelopment Act credit.

The SBA 504 loan is distinguished from the SBA 7(a) loan program in these ways:

The maximum debenture, or long-term loan, is:

- \$5 million for businesses that create a certain number of jobs or improve the local economy;
- \$5 million for businesses that meet a specific public policy goal, including veterans; and
- \$5.5 million for manufacturers and energy public policy projects.

Recent additions to the program allow \$5.5 million for each project that reduces the borrower's energy consumption by at least 10 percent; and \$5.5 million for each project that generates renewable energy fuels, such as biodiesel or ethanol production. Projects eligible for up to \$5.5 million under one of these two requirements do not have to meet the job creation or retention requirement, so long as the CDC portfolio average is at least \$65,000.

- Eligible project costs are limited to long-term, fixed assets such as land and building (occupied by the borrower) and substantial machinery and equipment.
- Most borrowers are required to make an injection (borrower contribution) of just 10 percent which allows



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In a business that's driven by customer satisfaction and word-of-mouth referrals, we're not shy about recommending Cardinal's win-win financial solutions to other small businesses.

(L-R): Woodbridge Plumbing CEO Thomas A. Wood; Cardinal Bank Executive Vice President Todd W. Hewitt; Woodbridge Plumbing President Willie Johnson; and Cardinal Branch Manager Apichada C. Arquette.

Joseph DiStefano
540.288.3900

Todd Hewitt
703.584.3459

Jonathan Reimer
703.584.6042

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the business to conserve valuable operating capital. A further injection of 5 percent is needed if the business is a start-up or new (less than two years old), and a further injection of 5 percent is also required if the primary collateral will be a single-purpose building (such as a hotel).

- Two-tiered project financing: A lender finances approximately 50 percent of the project cost and receives a first lien on the project assets (but no SBA guaranty); A CDC (backed by a 100 percent SBA-guaranteed debenture) finances up to 40 percent of the project costs secured with a junior lien. The borrower provides the balance of the project costs.
- Fixed interest rate on SBA loan. The SBA guarantees the debenture 100 percent. Debentures are sold in pools monthly to private investors. This low, fixed rate is then passed on to the borrower and establishes the basis for the loan rate.
- All project-related costs can be financed, including acquisition (land and building, land and construction of building, renovations, machinery and equipment) and soft costs, such as title insurance and appraisals. Some closing costs may be financed.
- Collateral is typically a subordinate lien on the assets financed; allows other assets to be free of liens and available to secure other needed financing.
- Long-term real estate loans are up to 20-year term, heavy equipment 10- or 20-year term and are self-amortizing.

Businesses that receive 504 loans are:

- Small — net worth under \$15 million, net profit after taxes under \$5 million, or meet other SBA size standards.
- Organized for-profit.
- Most types of business — retail, service, wholesale or manufacturing.

The SBA's 504 Certified Development Companies serve their communities by financing business expansion needs. Their professional staffs work directly with borrowers to tailor a financing package that meets program guidelines and the credit capacity of the borrower's business. For information, visit www.sba.gov/504.

CERTIFIED DEVELOPMENT COMPANIES

Business Finance Group, Inc.

3930 Pender Dr., Ste. 300
Fairfax, VA 22030
Sally Robertson
srobertson@businessfinancegroup.org
703-352-0504 or 800-305-0504
703-352-9100 Fax
Central Virginia Office: Richmond, VA
Curt V. Solomon, 540-846-7355 (cell)
csolomon@businessfinancegroup.org
Area of Operation: State of Virginia.

Chesapeake Business Finance Corporation

1101 30th St. N.W., Ste. 500
Washington, DC 20007
John Sower
Sower1@erols.com
202-625-4373 • 202-342-0389 Fax
Area of Operation: Cities of Fredericksburg, Manassas and Manassas Park. Counties of Clarke, Fauquier, Prince William, Spotsylvania, Stafford and Warren.

Crater Development Company

1964 Wakefield Ave./P.O. Box 1808
Petersburg, VA 23805
(Use P.O. Box for all mail)
Jim McClure
jmccclure@craterpdc.org
804-861-1668 • 804-732-8972 Fax
Area of Operation: State of Virginia

Mid-Atlantic Business Finance Company

1410 N. Crain Hwy., Ste. 5B
Glen Burnie, MD 21061
Paula Klepper
inquiries@mabfc.com
800-730-0017 • 410-863-7446 Fax
Area of Operation: Cities of Manassas and Manassas Park; Counties of Accomack, Northampton and Prince William.

Rappahannock Economic Dev. Corp.

1125 Jefferson Davis Hwy., Ste. 420
Fredericksburg, VA 22401
Jeff Rouse
jrouse@redco504.org
540-373-2897 • 540-526-9898 Fax
Area of Operation: State of Virginia.

REDC Community Capital Group, Inc.

411 E. Franklin St., Ste. 203
Richmond, VA 23219
Randy Shelton
rrshelton@redccommunitycapital.org
804-780-3012 • 804-788-4310 Fax
Area of Operation: State of Virginia.

Tidewater Business Financing Corp.

500 E. Main St., Ste. 403
Norfolk, VA 23510
R. Patrick Gomez
TBFC@CAVTEL.NET
757-623-2691 • 757-623-0660 Fax
Area of Operation: State of Virginia and North Carolina counties of Bertie, Camden, Currituck, Chowan, Gates, Hertford, Northampton, Pasquotank and Perquimans.

MICROLOAN PROGRAM

The Microloan program provides small loans ranging from under \$500 to \$50,000 to women, low-income, minority, veteran, and other small business owners through a network of approximately 160 intermediaries nationwide. Under this program, the SBA makes funds available to nonprofit intermediaries that, in turn, make the small loans directly to entrepreneurs, including veterans. Proceeds can be used for typical business purposes such as working capital, or the purchase of

furniture, fixtures, machinery, supplies, equipment, and inventory. Microloans may not be used for the purchase of real estate. Interest rates are negotiated between the borrower and the intermediary. The maximum term for a microloan is seven years.

The program also provides business-based training and technical assistance to microborrowers and potential microborrowers to help them be successful at starting or growing their businesses. Such training and technical assistance may include general business education, assistance with business planning industry-specific training, and other types of training support. Entrepreneurs and small business owners interested in small amounts of business financing should contact the nearest SBA district office for information about the nearest Microloan Program Intermediary Lender or go to www.sba.gov/microloans.

Participating Intermediary Lenders and Non-Lending Technical Assistance Providers

INTERMEDIARY LENDERS

The Center for Community Development

440 High St., Ste. 204
Portsmouth, VA 23704
757-399-0925 • 757-399-2642 Fax
Executive Director: Steve Hagwood
Microloan Contact: Monique Harrell
profit1@ccdi-va.net
Service Area: Cities of Chesapeake, Hampton, Newport News, Norfolk, Portsmouth, Suffolk, Virginia Beach, Williamsburg, and the Counties of Accomack, Essex, Gloucester, King & Queen, King William, Mathews, Middlesex and Northampton.

The Center for Community Development

c/o Hampton University Business Incubator
6 W. County St., Ste. 106
Hampton, VA 23663
757-728-9671 Phone/Fax
Contact: Steve Hagwood
profit8@ccdi-va.net

Disabled Veterans Assistance Foundation

28202 Cabot Rd., Ste. 300
Laguna Niguel, CA 92677
949-365-5760
<http://dvafusa.org>

ECDC Enterprise Development Group (formerly Ethiopian Community Development Council)

901 S. Highland St.
Arlington, VA 22204
703-685-0510 • 703-685-4200 Fax
Executive Director: Tsehaye Teferra
Microloan Contact: Kevin Kelly
kkelly@ecdacus.org
Service Area: Counties of Arlington, Culpeper, Fairfax, Fauquier, King George, Loudoun, Prince William, Spotsylvania, Stafford and the Cities of Alexandria, Falls Church and Fredericksburg

People Incorporated Financial Services

1173 W. Main St.
Abingdon, VA 24210
276-619-2239 • 276-628-2931 Fax
Executive Director: Robert G. Goldsmith
Microloan Contact: Deborah S. Wagner
dwagner@peopleinc.net
www.peopleinc.net
Service Area: Counties of Buchanan, Carroll, Dickenson, Fauquier, Floyd, Frederick, Grayson, Lee, Rappahannock, Russell, Scott, Shenandoah, Smyth, Tazewell, Washington, Wise, Wythe, and the Cities of Bristol and Norton.

REDC Community Capital Group, Inc.

411 E. Franklin St., Ste. 203
Richmond, VA 23219
804-780-3012 • 804-788-4310 Fax
Microloan Contact: Tanner A. Collins, Jr., SVP and Regional Executive
tacollins@redccommunitycapital.org
www.redccommunitycapital.org
Service Area: City of Richmond Enterprise Zone Areas, Cities of Colonial Heights, Hopewell and Petersburg, Counties of Chesterfield, Dinwiddie, Fluvanna, Goochland, Hanover, Henrico, Louisa, New Kent, Powhatan, Prince George, and Sussex.

Staunton Creative Community Fund

10 Byers St.
Staunton, VA 24401
540-213-0333
Microloan Contact: Christina Cain
christina@stauntonfund.com
http://stauntonfund.com
Service Area: Counties of Augusta, Bath, Highland, Rockbridge, and Rockingham, and Cities of Buena Vista, Harrisonburg, Lexington, Staunton and Waynesboro.

Total Action Against Poverty

302 2nd St. S.W.
Roanoke, VA 24001
540-345-6781 ext. 4423
540-344-6998 Fax
Microloan Contact: Curtis Thompson
Curtis.thompson@tapintohope.org
www.tapintohope.org
Service Area: Counties of Alleghany, Bath, Botetourt, Craig, Pulaski and Roanoke, Rockbridge, and the Cities of Clifton Forge, Covington, Lexington, Roanoke and Salem.

SMALL BUSINESS INVESTMENT COMPANY PROGRAM

There are a variety of alternatives to bank financing for small businesses. The Small Business Investment Company (SBIC) program fills the gap between what owners can fund directly and the needs of the small business for growth capital. Licensed and regulated by the SBA, SBICs are privately owned and managed investment funds that make capital available to qualifying U.S. small businesses. The funds raise private capital and can receive SBA-

guaranteed leverage up to three times private capital, with a leverage ceiling of \$150 million per SBIC and \$225 million for two or more licenses under common control. Licensed SBICs are for-profit investment firms whose incentive is to share in the success of a small business. The SBIC program provides funding for a broad range of industries. Some SBICs invest in a particular field or industry while others invest more generally. For more information, visit www.sba.gov/inv.

SBICs Licensees Located In Virginia**BIA Digital Partners SBIC II LP and BIA Digital Partners, L.P.**

Lloyd Sams, Contact
15120 Enterprise Ct., Ste. 200
Chantilly, VA 20151
703-227-9600 • 703-227-9645 Fax
lsams@bia.com
Investment Criteria
Investment Size Range
Preferred Min: \$5,000,000
Preferred Max: \$25,000,000
Type of Capital Provided
Subordinated debt w/warrants
Preferred equity: Funding State Preferences
Mid to late stage
Industry Preference: Media and entertainment
Education, Telecom
Information and Business Services
Geographic Preferences: United States
Description of Firm's Focus
BIA Digital Partners is a private investment firm, making both debt and equity investments in middle market companies serving the media & entertainment, telecommunications & information and tech-enabled business/consumer services industries.

Gladstone SSBIC Corporation (SSBIC)

David Watson, CFO
1521 Westbranch Dr., Ste. 200
McLean, VA 22102
703-287-5860 • 703-287-5801 Fax
david.watson@gladstonecompanies.com
Investment Criteria
Investment Size Range
Preferred Min: \$250,000
Preferred Max: \$1,000,000
Type of Capital Provided
Loans
Equity
Funding Stage Preferences
Growth
Expansion
Later Stage
Industry Preference
Diversified
Geographic Preferences
North
South
Midwest

Solutions Capital I, L.P.

Andrew Jacobson, Contact
1100 Wilson Blvd., Ste. 3000
Arlington, VA 22209
703-472-5383 • 866-445-7074 Fax
Andrew.jacobson@mcgcapital.com
Investment Criteria
Investment Size Range
Preferred Min: \$5,000,000
Preferred Max: \$19,500,000
Type of Capital Provided
Debt in support of buyouts and recapitalizations
Funding Stage Preference
Late Stage
Industry Preference
Diverse
Geographic Preferences
United States
Description of Firm's Focus
Experience in light manufacturing, business services, recurring revenue industries, software, media, information services, education, healthcare and telecom.

Virginia Capital SBIC, L.P.

Frederick Russell & Tom Deardorff, Mgrs.
1801 Libbie Ave., Ste. 201
Richmond, VA 23226
804-648-4802 • 804-648-4809 Fax
fred@vacapital.com
Investment Criteria
Investment Size Range
Preferred Min: \$1,000,000
Preferred Max: \$4,000,000
Type of Capital Provided
Equity
Funding Stage Preference
Growth
Industry Preference
Health care, media, communications, insurance and other business and consumer services.
Geographic Preference: Southeastern U.S.
Description of Firm's Focus
www.vacapital.com/inv_type

SMALL BUSINESS INNOVATION RESEARCH PROGRAM

The Small Business Innovation Research (SBIR) program encourages small businesses to advance their technical potential from funds committed by federal agencies with large extramural research and development budgets. The SBIR program serves to fund the critical startup and development stages for a technology and encourages commercialization of the technology, product or service. In turn, this stimulates the U.S. economy.

SBIR Requirements

Small businesses must meet the following eligibility criteria to participate in the SBIR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S. or be a for-profit business concern that is at least 51 percent owned and controlled by another for-profit business concern that is at least 51 percent owned and controlled by one or more individuals who are citizens of, or permanent resident aliens in, the U.S.
- Be for-profit.
- Principal researcher must be employed by the small business.
- Company size cannot exceed 500 employees.

For more information on the SBIR program visit www.sba.gov/sbir.

Participating Agencies

Each year, the following eleven federal departments and agencies are required to reserve 2.5 percent of their extramural R&D funds for award to small businesses through the SBIR program: Departments of Agriculture; Commerce; Defense; Education; Energy; Health and Human Services; Homeland Security; Transportation; Environmental Protection Agency; National Aeronautics and Space Administration; and National Science Foundation.

SMALL BUSINESS TECHNOLOGY TRANSFER PROGRAM

The Small Business Technology Transfer (STTR) program reserves a specific percentage of federal R&D funding for award to small business and non-profit research institution partners. Central to the program is expansion of public/private sector partnerships to include joint venture opportunities for small business and the nation's premier nonprofit research institutions. Small business has long been where innovation and innovators thrive, but the risk and expense of conducting serious R&D efforts can be beyond the means of many small businesses. Non-profit research laboratories are also instrumental in developing high-tech innovations, but frequently innovation is confined to the theoretical. STTR combines the strengths of both entities by introducing entrepreneurial skills to high-tech research efforts. The technologies and products are transferred from the laboratory to the marketplace. The small business profits from the commercialization, which, in turn, stimulates the U.S. economy.

STTR Requirements

Small businesses must meet the following eligibility criteria to participate in the STTR program.

- Be 51 percent owned and controlled by one or more individuals who are U.S. citizens or permanent resident aliens in the U.S.
- Be for-profit.
- Principal researcher need not be employed by the small business.
- Company size cannot exceed 500 employees. (No size limit for nonprofit research institution).

The nonprofit research institution partner must also meet certain eligibility criteria:

- Be located in the United States and be one of the following:
- Nonprofit college or university.
- Domestic nonprofit research organization.
- Federally funded R&D center.

Participating Agencies

Each year the following five Federal departments and agencies are required by STTR to reserve 0.3 percent of their extramural R&D funds for award to small business/nonprofit research institution partnerships: Department of Defense; Department of Energy; Department of Health and Human Services; National Aeronautics and Space Administration; and National Science Foundation.

SURETY BOND GUARANTEE PROGRAM

The Surety Bond Guarantee program is a public-private partnership between the federal government and surety companies to provide small businesses with the bonding assistance necessary for them to compete for public and private contracting and subcontracting opportunities. The guarantee provides all incentive for sureties to bond small businesses that would otherwise be unable to obtain bonding. The program is aimed at small businesses that lack the working capital or performance track record necessary to secure bonding on a reasonable basis through regular commercial channels.

Through this program, the SBA guarantees bid, payment, performance and ancillary bonds issued by surety companies for individual contracts and subcontracts up to \$2 million. The SBA reimburses sureties between 70 and 90 percent of losses sustained if a contractor defaults on the contract.

The SBA has two program options available, the Prior Approval Program

(Plan A) and the Preferred Surety Bond Program (Plan B). In the Prior Approval Program, the SBA guarantees 90 percent of surety's paid losses and expenses on bonded contracts up to \$100,000, and on bonded contracts greater than \$100,000 that are awarded to socially and economically disadvantaged concerns, HUBZone contractors, and veterans, and service-disabled veteran-owned small businesses. All other bonds guaranteed in the Plan A Program receive an 80 percent guarantee. Sureties must obtain the SBA's prior approval for each bond guarantee issued. Under Plan B, the SBA guarantees 70 percent, but sureties may issue, monitor and service bonds without the SBA's prior approval.

LOCAL SURETY BOND AGENTS

Charlene J. Reynolds Creative Insurance Concepts, Inc.

8014 Midlothian Turnpike, Ste. 2002
North Chesterfield, VA 23235-5291
804-674-8330 • 804-674-8332 Fax
cjreynolds@creativeic.com
www.creativeic.com

Dan Lovern Melissa Stallard Richards Group, Inc.

4931 Boonsboro Rd.
Lynchburg, VA 24503
434-384-3900
dlovern@richardsgroup.com
mstallard@richardsgroup.com

Herman Glover III Insurance Security Agency, Inc.

6767 Forest Hill Ave., Ste. 120
Richmond, VA 23225
804-272-0676 • 804-272-8177 Fax
hglover@ins-sec.com

John Hughes Construction Bonds, Inc.

1110 Herndon Pkwy., Ste. 307
Herndon, VA 20170
703-934-1000
john@sbabonds.com
www.sbabonds.com

Tom Brown Tom Brown & Company, Inc.

1425 K St. N.W., Ste. 350
Washington, DC 20005
202-393-7755
mbrown@tombrownandcompany.com
www.tombrownandcompany.com

Denver Area Office Supervisory Surety Bond Specialist, Darryl Bellamy or Tamara Murray

721 19th St., Ste. 426
Denver, CO 80201-0660
303-844-2607 ext. 261
Geographic Territory: CO, CT, DE, DC, IL, IN, IA, KS, ME, MD, MA, MI, MN, MO, MT, NE, NJ, OH, SD, UT, WY, ND, RI, NH, NY, PA, PR, VT, VI, VA, WV, WI.

Tips for Getting the Most from Yourself and Others

CHIEF EVERYTHING OFFICER NO MORE: STAFFING YOUR BUSINESS

Being the Chief Everything Officer is okay for some, but if you've got plans for growth or simply need an extra pair of hands, what are the best staffing options for your business?

Taking on full-time employees can be a risk. What if your growth strategy doesn't go as planned and you're left with payroll and other employee expenses to cover? Should you hire independent contractors or outsource key functions?

Here are some staffing options that you might want to consider, as well as some insights on the tax and legal ramifications of each.

1. Hire Your Spouse or Family

Friends and family may be able to jump in and support your business – given the right terms. Weigh the skills they can bring and what you can offer in return. Establish clear goals and objectives and offer fair compensation, and make sure you understand the legal, tax and labor laws that may impact your decision.

2. Work with Independent Contractors

Hiring independent contractors or freelancers gives you the flexibility to get help when and as you need it from specialists in a particular field. Independent contractors are also self-employed, which means you don't have the burden of handling payroll, employment taxes and the other obligations of managing employees.

The best way to find independent contractors is word of mouth and referrals. Ask around.



Tip: The IRS holds a big magnifying glass over companies that work with independent contractors and with businesses that misclassify employees as independent contractors. The reason? Statistics show that 30 percent of firms do this and that's a big loss for the IRS in terms of employment taxes.

So be sure you understand what you can and can't require of an independent contractor and make sure you're not treating them as employees. For example, you can't dictate when and where they conduct work.

3. "Temp" Staffing Agencies

If you need to quickly staff a position with qualified and screened candidates, particularly administrative or support functions, temp agencies might be an option. But this can be an expensive way to staff your business for the

long haul. Temp agencies take up to a 30 percent cut of the hourly rate that you pay and also charge temp-to-permanent fees if you decide to hire that person full-time. Another important consideration is that temporary workers are also less likely to be invested in your business success than employees and even contractors.

4. Hire Seasonal Employees

If your business is seasonal, part-time seasonal workers are a must. The thing to remember is that unless you work with independent contractors, many of the laws and regulations that apply to full-time employees also apply to seasonal or part-time employees. For a soup-to-nuts understanding of what's involved with hiring seasonal workers, such as what benefits must you provide, read *Hiring Seasonal Workers*.

5. Outsource Business Functions

Whether you turn to a virtual assistant for help managing your calendar, voice mail, and perhaps some basic bookkeeping, or you need help with core business functions such as accounting, marketing or HR, outsourcing can be a low-overhead option that lets you concentrate more on business growth and less on day-to-day distractions.

6. Bringing on Employees

If you do choose to move forward with part- or full-time employees, you'll need to make sure you are aware and compliant with a few key legal and regulatory steps – the brochure *10 Steps to Hiring your First Employee* from SBA can really help.



Use of Proceeds in SBA Loan Programs

Ways Borrowers Can Use The Money

(Information current as of 09/19/2012)

Program	Who Qualifies	Use of Proceeds	Maturity	Maximum Loan Amount	Structure	Benefit to Borrower
Basic 7(a)	For-profit businesses that can meet SBA's size standards, nature of business, use of proceeds, credit elsewhere, and other miscellaneous eligibility factors.	Acquire land; purchase existing building; convert, expand or renovate buildings; construct new buildings; acquire and install fixed assets; acquire inventory; purchase supplies and raw materials; purchase a business, start a business, leasehold improvements, term working capital; and under certain conditions to refinance certain outstanding debts.	Based on the use of proceeds and borrower's ability to repay. Not based on collateral. Maximum maturity: 10 years for working capital (seven years is common), 10 years for fixed assets, 25 years for real estate.	A basic 7(a) can be for as much as \$5 million. SBA's limit to any one business is \$3.75 million so a business can have multiple loans guaranteed by SBA but the SBA portion cannot exceed \$3.75 million.	Term loans with one monthly payment of principal and interest (P&I). Borrower contribution required. Interest rate depends upon how lender applies for guaranty (see lender program chart). Cannot revolve, no balloon or call provisions.	Obtains financing not otherwise available, fixed maturity, available when collateral is limited. Can establish or re-affirm relationship with lender.
International Trade Loan (ITL)	Same as basic 7(a). Plus, business must be engaged or preparing to engage in exporting or be adversely affected by competition from imports.	Acquire, renovate, modernize facilities or equipment used in making products or services to be exported. Plus, for permanent working capital and to refinance business debts currently on unreasonable terms.	Same as basic 7(a).	Same as basic 7(a), but when borrower has both international trade and working capital loans, guaranteed by the SBA, the limit to any one business can be \$4 million.	Same as basic 7(a).	Same as basic 7(a). Plus, long-term financing for export related fixed assets and working capital.
Export Working Capital Loans (EWCP)	Same as basic 7(a). Plus, must be in business one year and engaged or preparing to engage in exporting.	Short-term working capital for export purposes, including ability to support an Export Stand-By Letter of Credit.	Can be up to a maximum of 36 months but generally 12 months or less.	Same as basic 7(a).	Finance single or multiple transactions. Interest paid monthly, principal paid as payments from items shipped overseas are collected. Can be renewed annually. Extra fees apply. Percentage of guaranty up to 90%. Generally revolving.	Provides American exporters with line of credit that can be separated from domestic operations line of credit.
Seasonal CAPLines	Same as basic 7(a). Plus, in business for at least one year and can demonstrate seasonal financing needs.	To finance the seasonal increases of accounts receivable, inventory and labor.	10 years	Same as basic 7(a).	Short-term financing for seasonal activities to be repaid at the end of the season when payment for the seasonal activity is made to business.	Provides opportunity for seasonal businesses to get seasonal financing not otherwise available.
Contract CAPLines	Same as basic 7(a). Plus, will perform on contract or purchase order for some third party buyer.	To finance the cost of one or more specific contract, sub-contract, or purchase order, including overhead or general and administrative expenses, allocable to the specific contract(s).	10 years	Same as basic 7(a).	Short-term financing for performance of approved contract, sub-contract, or purchase order to be repaid when payment for the activity is made to business. Can be revolving or not.	Provides opportunity for contractors and sub-contractors to get financing not otherwise available.
Builders CAPLines	Same as basic 7(a). Plus, building/renovating residential or commercial structure for re-sale without knowing buyer at time of approval.	For the direct expenses related to the construction and/or "substantial" renovation costs of specific residential or commercial buildings for resale, including labor, supplies, materials, equipment rental, direct fees. The cost of land is potentially eligible.	Maximum of three years to disburse and build or renovate. Extension possible to accommodate sale.	Same as basic 7(a).	Short-term financing to build or renovate home or building for sale to unknown third party. "Substantial" means rehabilitation expenses of more than one-third of the purchase price or fair market value at the time of application. Can be revolving or not.	Provides opportunity for residential and commercial builders to get financing not otherwise available.

Program	Who Qualifies	Use of Proceeds	Maturity	Maximum Loan Amount	Structure	Benefit to Borrower
Working Capital CAPLines	Same as basic 7(a). Plus, business needing short term revolving line of credit.	For short-term working capital and operating needs. Proceeds must not be used to pay delinquent withholding taxes or similar trust funds (state sales taxes, etc.) or for floor planning.	10 years	Same as basic 7(a).	Lender has latitude with structuring principal payments. Borrower should discuss with lender. Must be revolving. Extra fees apply.	Provides opportunity for businesses that sell on credit to get revolving financing not otherwise available.
Dealer Floor Plan Pilot	Same as basic 7(a). Plus, businesses engaged in retail sales of inventory requiring floor plan financing requirements.	For the acquisition of inventory at wholesale prices for retail re-sale that is classified as titleable inventory (auto, motorcycle, boat, RV, trailers, and manufactured homes).	Minimum one year Maximum five years	\$5 million. Minimum loan size: \$500,000	Revolving Floor Plan financing. Disbursement to acquire floor plan inventory, repayment immediately after item of inventory is sold. Potential high degree of lender monitoring with corresponding extra servicing fees.	Provides opportunity for businesses needing floor plan financing when such financing may not be otherwise available.
Lender Structured Line of Credit	Businesses needing a line of credit.	Working capital	If revolving, seven-year maximum, including term out period.	Depends upon how the lender chooses to apply for an SBA Guaranty. Generally up to \$350,000.	Structure is established by individual lender.	Has availability for a line of credit to help with the short-term cash needs of the business.
Non-7(a) Programs						
504 Loan Program	Businesses that can meet the SBA's size standards, nature of business, use of proceeds, credit elsewhere, and other miscellaneous factors.	For the acquisition of long-term fixed assets, equipment with a useful life of at least 10 years; refinance loan-term fixed asset debt under certain conditions; working capital under certain conditions; to reduce energy consumption; and to upgrade renewable energy sources.	Based on the use of proceeds. Twenty years for real estate. Ten years for machinery and equipment.	Based on the use of proceeds. Twenty years for real estate. Ten years for machinery and equipment.	Loans packaged by Certified Development Companies (CDC) and designed to finance up to 40 percent of a "project" ¹ secured with a 2nd position lien. Another loan from a third party lender financing up to 50 percent of the same project secured in 1st position, and borrower contribution of at least 10 percent. Extra contributions for special purpose properties and new businesses.	Fees under 3 percent, long-term fixed rate, low borrower contribution, full amortization with no call or balloon conditions.
Microloan Program	Same as basic 7(a). Plus, start-up nonprofit child-care businesses.	Same as basic 7(a). Plus, funds to establish nonprofit child-care centers.	Shortest term possible, not to exceed six years.	\$50,000 to the small business at any given time.	The SBA provides a loan to a nonprofit micro-lender called an "intermediary" who uses the proceeds to make microloans to small businesses. Technical assistance can also be provided.	Direct loan from nonprofit intermediary lender, fixed-rate financing, can be very small loan amounts, and technical assistance is available.

¹ "Project" is the purchase or lease, and/or improvement or renovation of long term fixed assets by a small business, with 504 financing, for use in its business operations.

All SBA programs and services are provided on a nondiscriminatory basis.

Lender's Program Chart

Ways Lenders Can Request Guarantees

(Information current as of 09/19/2012)

The chart below explains the rules for lenders for various SBA-backed loans to borrowers.

Processing Program	Which Lenders Qualify	Types of Use of Proceeds Loans that can be Guaranteed	Maximum Allowable Interest Rates	Eligibility Analysis	Credit Analysis	Maximum Loan Amount
Standard Processing	Lenders that have an executed participation agreement with the SBA.	Basic 7(a). International trade, export working capital, all CAPlines, dealer floor plan.	Base rate is <i>Wall Street Journal</i> prime, LIBOR* one month rate plus 3 percent, or SBA Peg rate. Plus, an allowable spread from 2.25 to 2.75 percent based on term. Lender can add 2 percent if loan is \$25,000 or less, and 1 percent if \$25,001 to \$50,000. Can be fixed or variable.	Lender completes eligibility questionnaire and SBA reviews eligibility during loan processing.	Lender to cover all aspects of prudent credit analysis with emphasis on applicant's ability to repay loan from operation. SBA conducts analysis of lender's work.	Maximum loan \$5 million. Loans up to \$150,000 guaranteed up to 85 percent; loans over \$150,000 guaranteed up to 75 percent. Business with multiple SBA loans may get some variations.
Certified Lender Program (CLP) Processing	Same as Standard 7(a). Plus, an executed CLP agreement.	Same as Standard processing except no policy exceptions.	Same as Standard 7(a).	Same as Standard 7(a).	Same as Standard 7(a) except SBA reviews lender's work, not a re-analysis.	Maximum loan \$5 million. Guaranty percentage same as Standard 7(a).
Preferred Lender Program (PLP) Processing	Same as Standard 7(a). Plus, an executed PLP agreement.	Same as Standard processing except restrictions on loans involving some types of debt refinancing.	Same as Standard 7(a).	Lender completes Eligibility Checklist (SBA Form 7).	Delegated to lender.	Maximum loan \$5 million. Guaranty percentage same as Standard 7(a).
SBA Express Processing	Same as Standard 7(a). Plus, an executed SBA Express agreement.	Basic 7(a) with restrictions on some types of debt refinancing. Plus, lender structured term and revolving loans.	If \$50,000 or less, cannot exceed prime + 6.5 percent. If over \$50,000, cannot exceed prime + 4.5 percent. Prime may be lender prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Delegated to lender.	Maximum loan \$350,000. Guaranty percentage 50 percent.
Patriot Express Processing	Same as Standard 7(a). Plus, either an executed PLP or SBA Express Agreement.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a) except Prime may be Lender Internal Prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information." Must be member of the military community.	Delegated to lender.	Maximum loan \$500,000. Guaranty percentage same as Standard 7(a).
Export Express Processing	Same as Standard 7(a). Plus, an executed Export Express Agreement.	Similar to export working capital loans and international trade loans which meet export related eligibility criteria.	If \$50,000 or less, cannot exceed prime + 6.5 percent. If over \$50,000, cannot exceed prime + 4.5 percent. Prime may be lender prime.	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Delegated to lender.	Maximum loan \$500,000. Guaranty percentage same as Standard 7(a).
Small/Rural Lender Advantage	Same as Standard 7(a). Plus, separate approval based on having processed 20 or fewer SBA loans annually over the last three fiscal years.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a).	Lender completes SBA Form 2301 (Part C) "Eligibility Questionnaire."	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$350,000. Guaranty percentage same as Standard 7(a).
Community Advantage	Same as Standard 7(a). Plus, an executed Community Advantage Agreement.	Basic 7(a) except restrictions on some types of refinancing.	Prime plus 6 percent.	Non-Delegated Lenders complete SBA Form 2301 (Part C). Delegated Lenders complete SBA Form 2301 (Part D).	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$250,000. Guaranty percentage same as Standard 7(a).
Small Loan Advantage	Same as Standard 7(a) and having PLP and/or Express Agreement provides added benefit to lender.	Basic 7(a) except restrictions on some types of refinancing.	Same as Standard 7(a).	Lender completes SBA Form 1920SX (Part C) "Eligibility Information."	Similar to Standard 7(a) except credit factors to consider are more defined.	Maximum loan \$350,000. Guaranty percentage same as Standard 7(a).

All SBA programs and services are provided on a nondiscriminatory basis. * London InterBank Offered Rate

The SBA: Streamlining and Simplifying

Over the past three years the SBA has worked hard to provide small businesses with the tools they need to help lead our nation out of recession and into recovery. To better serve small businesses, we streamlined and simplified many existing programs for small business owners and entrepreneurs. These efforts have allowed us to provide small businesses with greater access and opportunity than ever before.

Whether you are an entrepreneur just starting out with a great idea, or a long-time small business owner who needs help growing your company, the SBA has the resources to help. Now is a great time to contact your local district office, or check out www.SBA.gov and find out how your business can benefit.

The SBA is becoming more nimble than ever before. As you'll see throughout this resource guide, the improvements that the agency has made in streamlining and simplifying span government contracting, access to capital, training and counseling and disaster initiatives.

Simplifying Access to Capital Procedures

The SBA knows that it is important for entrepreneurs to be able to find the capital they need to start and grow their businesses. So this year, we focused on making the application and approval processes for many of our financing guarantee programs simpler and more streamlined.

For example, we reengineered CAPLines, a program designed to help small businesses meet their short term and cyclical working capital needs. CAPLines now allows small businesses to borrow against accounts receivable, inventory, contracts and purchase orders in order to secure a revolving line of credit. The revamped program also enables small business subcontractors to obtain an agency-guaranteed line of credit to finance work on a contract with a federal prime contractor.

Last year, the Small Loan Advantage (SLA) program was revamped to create a simpler application process for a 7(a) loan up to \$250,000. This year, we launched SLA 2.0, which further simplifies the process by credit scoring each loan in advance of approval. SLA 2.0 will also expand the pool of qualified lenders to include entities outside of the agency's Preferred Lender Program.

Over the past year, the Small Business Investment Company (SBIC) licensing process has become increasingly efficient, cutting the average licensing time in half from more than 14 months to five and a half months. SBICs are privately owned and managed investment funds that use their own capital, plus funds backed by an SBA guarantee, to invest in small businesses. The streamlined licensing process has made it possible to more easily get capital into the hands of small businesses, allowing SBICs to invest in companies that can grow and create jobs.

Streamlining the Federal Contracting Process

The SBA is also working hard to make the federal contracting process more efficient for small businesses. Last year, Quick Pay cut the amount of time it takes federal agencies to pay small businesses for the products and services they deliver to the federal government from 30 days to 15 days. When small businesses get their money in 15 days instead of 30, it results in a permanent infusion of cash flow into their businesses. They can put that money toward expanding their business, marketing their products and creating jobs.

Streamlining Small Business Assistance through Partnerships

This year we have reached out to create new partnerships that will streamline small business assistance efforts and reach more audiences. For example, the SBA and the AARP have

agreed to work together not only to help a larger number of encore entrepreneurs, i.e., those over the age of 50, to start their own businesses, but also to encourage more experienced small business owners to serve as mentors for those who are just starting out.

To help transitioning service members who are interested in starting their own business, the SBA announced in July 2012 the launch of Boots to Business, a partnership with Syracuse University, which teaches returning service men and women about the opportunities and realities of entrepreneurship. This partnership builds on the leadership and management skills veterans have learned during their active duty and Reserve service to prepare them for possible business ownership.

Simplifying Disaster Loan Processes

The agency has also made significant progress in streamlining and simplifying the disaster loan application and approval process. Over the past few years, the SBA has reduced the average processing time for disaster loans from over 70 days to just 10 days.

The process of applying for a disaster loan has also been simplified for small businesses, homeowners and renters. SBA Administrator Karen G. Mills said it was just the right thing

"Whether it's a hurricane, tornado, earthquake or devastating flood, the SBA can step in to help communities get back on their feet by providing access to both home and business recovery disaster loans."

*Administrator Karen Mills,
U.S. Small Business Administration*

to do. "Our goal is to provide support for those rebuilding after a disaster, and we wanted to make the process more user-friendly," Mills said. "Whether it's a hurricane, tornado, earthquake or devastating flood, the SBA can step in to help communities get back on their feet by providing access to both home and business recovery disaster loans. To make the loan application process more streamlined and simplified, we have taken a different approach with the online applications. This improvement will make those first steps toward recovery more convenient."

For those affected by these tragedies, the SBA now offers the option of filing home and business disaster loan applications through the Electronic Loan Application. The Electronic Loan Application simplifies the application process and expedites the delivery of assistance to small businesses, homeowners and renters affected by disasters. For more information, check out www.sba.gov/disaster.

In addition, the increasingly agile SBA is streamlining and simplifying its processes and procedures to provide more access and opportunity for capital, counseling and contracting for small businesses. In the following pages, you can read more about the programs and initiatives the SBA has created and refined. You can also find contact information for our 68 district offices on the inside back cover, where trained professionals can walk you through getting a loan, competing for contracts, or finding a business counselor.

If you are looking for more information, check out our website, www.sba.gov. While you are there, sign up for the agency's SBA Online Community to explore resources from our resource partners and other small business owners. To sign up for our e-mail newsletter, visit www.sba.gov/updates.

CONTRACTING

Applying for Government Contracts



The U.S. government is the largest single purchaser of goods and services in the world, buying everything from armored tanks to paper clips. Every year, the federal government awards more than \$500 billion in contracts, and a significant share of those contracts are specifically allotted to small businesses.

The Small Business Administration works with agencies to award at least 23 percent of all prime government contracts to small businesses, with specific statutory goals for small disadvantaged businesses (SDB), businesses that are women-owned (WOSB) or service-disabled veteran-owned (SDVOSB), and businesses that are located in historically underutilized business zones (HUBZone).

The agency ensures that small businesses have access to long-lasting development opportunities, which means working with small businesses to help them stay competitive, as well as encouraging federal agencies to award more contracts to small businesses. The SBA features outreach programs, matchmaking events, and online training opportunities; and helps agencies identify contracting opportunities for small businesses.

HOW GOVERNMENT CONTRACTING WORKS

Sealed bidding vs. Negotiation

There are two methods the government uses to purchase goods and services, sealed bidding and negotiation. The first method, sealed bidding, involves issuing an invitation for bid by a procuring agency. Under the sealed bidding method, a contract is awarded to a responsible bidder who's bid, conforming to the invitation for bids, will be most advantageous to the government, considering only price and the price-related factors included in the invitation for bid. The second method, negotiation, involves issuing a request for proposal (RFP) or request for quotation (RFQ). The business with the best proposal in terms of technical content, best value, price and other factors generally wins the contract.

Types of Contracts

Firm fixed-price contracts place the full responsibility for the costs and risk of loss on the contractor. Firm fixed-price contracts do not permit any adjustment on the basis of the contractor's costs during the

performance of the contract. It provides maximum incentive for the contractor to control costs and perform effectively and imposes a minimum administrative burden upon the contracting parties. This type of contract is used in all sealed bid and some negotiated procurements.

Cost reimbursement contracts provide for the payment of allowable costs incurred by the contractor, to the extent stated in the contract. The contract establishes a ceiling price, above which a contractor may not exceed without the approval of the contracting officer. Cost reimbursement contracts are commonly used in research and development contracts.

Some contracts do not fit neatly into these two categories, such as time and material contracts (prices for hourly wages are fixed but the hours are estimated) and letter contracts (authorizes a contractor to begin work on an urgent requirement).

Small Business Set-Asides

A "set-aside" for small businesses reserves an acquisition exclusively for small business participation. There are two ways in which set-asides can be determined. First, if an acquisition

of goods or services has an anticipated dollar value of at least \$3,000 but not exceeding \$150,000, it is automatically reserved for small businesses. The acquisition will be set aside only if the contracting officer determines there are two or more responsible small businesses that are competitive in terms of market prices, quality and delivery. Second, if an acquisition of goods or services is more than \$150,000, and if it is likely offers will be obtained from at least two responsible small businesses, and if awards will be made at fair market prices, the acquisition is reserved exclusively for small business. Reasonable expectations of small business competition may be evaluated using past acquisition history of an item or similar items.

There are several exceptions and unique rules for specific kinds of small businesses and industries. For Research and Development (R&D) small business set-asides, there must be reasonable expectation of obtaining from small businesses the best scientific and technological sources consistent with the demands of the proposed acquisition. For small business set-asides other than for construction services, any business proposing to furnish a product that it did not manufacture must furnish the product of a small business manufacturer unless the SBA has granted either a waiver or exception to this requirement. In industries where the SBA finds that there are no small business manufacturers, it may issue a waiver to this non-manufacturer rule. Waivers permit small businesses to provide any domestic firm's product.

Subcontracting

Subcontracting opportunities are a great resource for small businesses, especially for those not ready to bid as prime contractors. Experience gained from subcontracting with a federal prime contractor can better prepare businesses to bid for prime contracts.

Current regulations stipulate that for contracts offering subcontracting opportunities over \$650,000 for goods and services, or \$1.5 million for construction, large business prime contractors must offer maximum practicable subcontracting opportunities to small businesses. Large business prime contractors must submit a subcontracting plan describing how they will successfully subcontract to small businesses.

To find subcontracting opportunities, a list of federal prime solicitations is listed under the U.S. Small Business Administration Subcontracting Network (SUBNET) <http://web.sba.gov/subnet/search/index.cfm> and through the General Services Administration (GSA) at www.gsa.gov/portal/content/101195. Research the list of prime contractors and determine which are best suited to your business. Develop a marketing strategy, and then contact the Small Business Liaison Officer (SBLO) listed for each prime to schedule an appointment.

Local SBA Procurement Center Representatives:

Octavia Turner, SBA PCR NASA Langley Research Center

Bldg. 1195B, Rm. 132, MS 144
Hampton, VA 23681
757-864-6859 • 202-481-4752 Fax
octavia.turner@nasa.gov

Anne Mastricola Richmond Area

DLA Aviation
SBA - PCR
8000 Jefferson Davis Hwy.
Richmond, VA 23297
Procurement Center Representative
804-279-3690
Anne.mastricola@dla.mil

SBA CONTRACTING PROGRAMS HUBZONE

The Historically Underutilized Business Zones (HUBZone) program helps small businesses located in distressed urban and rural communities, gain access to federal set-aside contracts and sole source contracts, as well as a price evaluation preference in full and open contract competitions. There is a statutory goal that HUBZone small business concerns be awarded not less than 3 percent of the total value of all prime contract awards. The HUBZone program also establishes preference for award of federal contracts to small businesses in these areas. To qualify for the program, a business (except those that are tribally-owned) must meet the following criteria:

- It must be a small business by SBA size standards
- It must be owned and controlled at least 51 percent by U.S. citizens, or a Community Development Corporation (CDC), an agricultural cooperative, or an Indian tribe

- Its principal office must be located within a "Historically Underutilized Business Zone," which includes lands considered "Indian Country" and military facilities closed by the Base Realignment and Closure Act
- At least 35 percent of its employees must reside in a HUBZone.

Existing businesses that choose to move to qualified areas are eligible to apply for certification. To fulfill the requirement that 35 percent of a HUBZone firm's employees reside in a HUBZone, employees must live in a primary residence at a place for at least 180 days, or as a currently registered voter, and with intent to live there indefinitely.

The SBA is responsible for:

- Determining whether or not individual concerns are qualified HUBZone small business concerns;
- Maintaining a list of qualified HUBZone small business concerns for use by acquisition agencies in awarding contracts under the program;
- Adjudicating protests and appeals of eligibility to receive HUBZone contracts.

For additional information, visit www.sba.gov/hubzone.

Procurement and Technical Assistance Centers (PTAC) Part of a National network of 93 Procurement Technical Assistance Center (PTACs) www.ptac-us.org

The Defense Logistics Agency, on behalf of the Secretary of Defense, administers the DoD Procurement technical Assistance program (PTAP). PTA Centers are a local resource available at no or normal cost that can provide assistance to small business firms in marketing products and services to the federal government. One of the most important services provided by Procurement and Technical Assistance Centers (PTAC) is counseling to the company. Services may include:

- Secure the necessary company registration numbers required before the company can bid on federal contracts: DUNS NUMBER; CAGE CODE; TIN; TPIN [838].
- Develop a market strategy - which government agencies buy the types of products/services I provide and how do I best approach [target] those agencies.
- Interpret the "solicitation" (bid-match) and the complete bidding package.
- Identify sub-contracting opportunities.
- Prepare the bid/proposal.
- Understand Electronic Commerce and Electronic Data Interchange and Identify Value added Networks capable of providing access to government contracting sources.
- Understand how the Internet figures into government procurement.
- Prepare for a Pre-Award Survey.
- Deal with Changes in "shipping schedules" after a contract is won.

- Deal with Contract Modifications.
- Deal with Engineering Changes.
- Identify "Quality" requirements in a contract and provide guidance on how to implement a quality system.

Contact information for:

Virginia Statewide Procurement Technical Assistance Program of George Mason University:

Mason Enterprise Center

4031 University Dr.
Fairfax, VA 22030
Jim Regan, Director
703-277-7700
www.vaptap.org

STATEWIDE CENTERS

NOVAPTAC Fairfax:

Mason Enterprise Center
4031 University Dr., #200
Fairfax, VA 22030
Point of Contact: Mary McGuire
703-277-7757
mmcguir3@gmu.edu
www.novaptac.org

CVPTAC Central Virginia and Richmond Offices:

Virginia Workforce Center
2211 Hydraulic Rd., Ste. 103
Charlottesville, VA 22901
Point of Contact: Tom Miglas
434-293-2136
tmiglas@gmu.edu
www.cvptac.org

Richmond Area

Richard Rosanelli
804-356-3910
rrosanel@gmu.edu
www.cvptac.org

HR PTAC Hampton Roads: James City County Technology Incubator

5300 Palmer Ln., Ste. 2A
Williamsburg, VA 23188
Point of Contact: Cecelia Cotton
757-570-5052
ccotton3@gmu.edu
www.hrptac.org
Linda Owen, Procurement Counselor
757-503-3480
lowen3@gmu.edu
Frank Jackson, Procurement Counselor
757-719-1767
Fjackso3@gmu.edu
www.hrptac.org

OTHER VIRGINIA REGIONAL PTACS

Crater Planning District Commission PTAC

1964 Wakefield St. /P.O. Box 1808
Petersburg, VA 23805
Point of Contact: Joanne Tompkins, Director
jtompkins@cpd.state.va.us
Lisa Parks, Procurement Specialist
804-861-1667
lparks@cpd.state.va.us
www.craterptac.org

Crater Planning Satellite Office Old Dominion Business Gateway

Hampton Roads Procurement Assistance
Center - ODU
4111 Monarch Way, Ste. 106
Norfolk, VA 23529
Point of Contact:
Monique McWhite, Director
757-683-5542
mmcwhite@odu.edu
Hero Barker, Procurement Advisor
757-683-5517
hbarker@odu.edu
www.odubusinessgateway.com

Southwest Virginia Community College PTAC

Economic Development Division

724 Community College Rd. /P.O. Box SWCC
Richlands, VA 24641
Cedar Bluff, VA 24609
Point of Contact:
Procurement Specialist: Carolyn L. Alley
276-964-7537 • 276-964-7361 Fax
Carolyn.alley@sw.edu
www.sw.edu/ptac

8(a) BUSINESS DEVELOPMENT PROGRAM

The 8(a) Business Development program is a nine-year program established to assist eligible socially and economically disadvantaged individuals to develop and grow their businesses. Business development assistance includes one-on-one counseling, training workshops, match-making opportunities with federal buyers and other management and technical guidance. There is a statutory requirement that small disadvantaged business concerns be awarded not less than 5 percent of the total value of all prime contract awards. All firms that become eligible for SBA's 8(a) business development assistance are also considered small disadvantaged business concerns for the purpose of federal contracting.

To be eligible for the 8(a) Business Development program, a business must meet the following criteria:

- It must be a small business by SBA size standards;
- It must be owned (at least 51 percent) by one or more individuals who qualify as socially and economically disadvantaged, and who are U.S. citizens of good character;
- It must be controlled, managed, and operated full-time by one or more individuals who qualify as disadvantaged, and;
- It must demonstrate potential for success (generally by being in business for at least two full years) and have the capacity to perform on government and non-government contracts before applying.

Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual capabilities. The following individuals are presumed to be socially disadvantaged: Black Americans, Native Americans, Alaska Natives or Native Hawaiians, Hispanic Americans, Asian Pacific Americans, and Subcontinent Asian Americans. An individual who is not a member of one of these groups must establish individual social disadvantage by a preponderance of evidence. Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete in the free-enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same or similar line of business who are not socially disadvantaged.

Firms owned by Alaska Native Corporations, Indian tribes, Native Hawaiian organizations, and Community Development Corporations can also apply to the SBA for 8(a) business development assistance.

So that approved firms can obtain training, counseling, and business development assistance, SBA designates a staff person at a local SBA district office, geographically near the business to coordinate the firm's business development assistance.

SBA is responsible for:

- Determining whether a business qualifies for the 8(a) Business Development program;
- Determining whether a business continues to qualify, during the nine-year term;
- Approving Mentor/Protégé agreements between 8(a) firms and large businesses;
- Providing technical guidance and business development assistance during the nine-year term.

For additional information, visit www.sba.gov/8a.

SMALL DISADVANTAGED BUSINESS

A Small Disadvantaged Business (SDB) is defined as a small business that is at least 51 percent owned and controlled by one or more individuals who are socially and economically disadvantaged.

There is a federal government-wide goal of awarding at least 5 percent of prime contracting dollars to SDBs each year. Large prime contractors must

also establish a subcontracting goal for SDBs in their subcontracting plans.

Firms self-certify as SDB without submitting any application to the SBA; however, firms approved by the SBA into the 8(a) Business Development program are automatically certified as an SDB. To self-certify, firms should update their System for Award Management (SAM), previously CCR, profiles and update their ORCA profiles, making sure that both profiles reflect their SDB status.

SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS

The Service-Disabled Veteran-Owned Small Business (SDVOSB) program has a federal government-wide goal of awarding at least 3 percent of prime and subcontracting dollars to Service-Disabled Veteran-Owned Small Businesses each year. Large prime contractors must also establish a subcontracting goal for Veteran-Owned Small Businesses in their subcontracting plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and the SBA prior to the award of a contract.

The SDVOSB protest is administered by SBA to ensure that only businesses owned by service-disabled veterans receive contracts reserved exclusively for them. When a business's SDVOSB self-certification is challenged, the SBA determines if the business meets the status, ownership and control requirements.

To determine your eligibility, contact your local veterans' business development officer, visit the various program websites, or contact SBA's Office of Veterans Business Development at www.sba.gov/about-offices-content/1/2985.

WOMEN-OWNED SMALL BUSINESS FEDERAL CONTRACT PROGRAM

On October 7, 2010, the SBA published a final rule effective February 4, 2011, aimed at expanding federal contracting opportunities for women-owned small businesses. The Women-Owned Small Business (WOSB) Federal Contract program authorizes contracting officers to set aside certain federal contracts for eligible women-owned businesses and economically disadvantaged women-owned small businesses.

To be eligible, a firm must be at least 51 percent owned or controlled by one or more women. The women must be U.S. citizens. The firm must be "small" in its primary industry in accordance with SBA's size standards for that industry. To be deemed "economically disadvantaged" its owners must demonstrate economic disadvantage in accordance with the requirements set forth in the final rule. For additional information, visit www.sba.gov/content/contracting-opportunities-women-owned-small-businesses.

Large prime contractors must also establish a subcontracting goal for Woman-Owned Small Businesses in their Subcontracting Plans. These subcontracting goals are reviewed at time of proposal by both the contracting officer and the SBA prior to the award of a contract.

WHAT YOU SHOULD KNOW ABOUT YOUR BUSINESS

To be eligible to bid on a federal contract, you must know your business. Answer the following three questions:

1. Are you a small business?

Is your small business:

- Organized for profit?
- Located in the U.S.?
- Operated primarily within the U.S. or making a significant contribution to the U.S. economy through payment of taxes or use of American products, materials, or labor?
- Independently owned and operated?
- Not dominant in the field of operation in which it is bidding for government contracts?
- A sole proprietorship, partnership, corporation, or any other legal form?

If the first six criteria apply to your business, ask yourself the second important question to find out if your business meets size standard requirements.

2. What is the size standard for your business?

Size standards are used to determine whether a business is small or "other than small." Size standards vary depending upon the industry. To determine the size standard for your business, you will need a North American Industrial Classification code (NAICS). Every federal agency uses these codes when considering your business. To determine your NAICS code, go to www.census.gov/eos/www/naics/. Some SBA programs require their own unique size standards. To find out more about these requirements and other size standard information, go to www.sba.gov/size.

3. Do you fall under a specific certification?

Under the umbrella of "small business," SBA has outlined several specific certifications that businesses may fall under. These certifications are divided into two categories:

SBA-Certified and Self-Certified.

The SBA-Certified Programs were created to assist specific businesses in securing federal contracts and therefore can only be issued by SBA administrators. For the Self-Certified Programs, you can determine for yourself if your business meets the requirements by referring to the Federal Acquisition Regulation (FAR).

Just as Congress has given federal agencies a goal of procuring 23 percent of federal contracts from small businesses, so too must federal agencies meet specific contracting goals for other categories of small firms. These goals are:

- 23 percent of contracts for Small Businesses
- 5 percent of contracts go to Small Disadvantaged Businesses
- 5 percent go to Women-Owned Small Businesses
- 3 percent go to Service-Disabled Veteran-Owned Small Businesses
- 3 percent go to HUBZone Small Businesses

Federal agencies have a strong incentive to fulfill these contracting goals. You should apply for those SBA-Certified and Self-Certified programs for which you qualify to take advantage of contracting opportunities.

GETTING STARTED IN CONTRACTING

Once you have identified the important information regarding your business, it is time to start the process of procuring a government contract.

1. Identify your DUNS (Data Universal Numbering System) Number

To register your business, obtain a DUNS number used to identify and track millions of businesses. You can obtain your free DUNS number when registering with the System for Award Management. Log on to www.sam.gov for more information or by contacting Dun & Bradstreet at www.dnb.com.

2. Identify your EIN (Employer Identification Number)

An EIN, otherwise known as a federal tax identification number, is generally required of all businesses. For more information, go to www.irs.gov.

3. Identify your NAICS (North American Industry Classification) codes

The NAICS codes are used to classify the industry a particular business occupies. You will need at least one NAICS code to complete your registration, but be sure to list as many as apply. You may also add or change NAICS codes at any time. Visit www.census.gov/eos/www/naics/ to find NAICS codes.

4. Identify your SIC (Standard Industrial Classification) codes

The SIC codes are four-digit numbers that are used to classify the industry a particular business occupies. While NAICS codes have largely replaced SIC codes, you will still need to provide your SIC code. SIC codes can be found at www.osha.gov/pls/imis/sicsearch.html.

5. Register with the System for Award Management (SAM), formerly the (Central Contractor Registration)

The SAM is an online federal government maintained database of companies wanting to do business with the federal government. Agencies search the database for prospective vendors. Register at SAM.gov.

After completing registration, you will be asked to enter your small business profile information through the SBA Supplemental Page. The information will be displayed in the Dynamic Small Business Search.

Creating a profile in SAM and keeping it current ensures your firm has access to federal contracting opportunities. Entering your small business profile, including your business information and key word description, allows contracting officers, prime contractors, and buyers from state and local governments to learn about your company.

6. Register with the GSA Schedule

The GSA (General Services Administration) Multiple Award Schedule (aka Federal Supply Schedule) is used by GSA to establish long-term, government wide contracts with commercial firms. Once these contracts are established, government agencies can order the supplies and services they need directly from the firms through the use of an online shopping tool. Becoming a GSA schedule contractor increases your opportunity for contracts across all levels of government. Businesses interested in becoming GSA schedule contractors should review the information available at www.gsa.gov/schedules.

7. Make Sure Your Business is Financially Sound

This critical step is absolutely necessary to make sure that your business is financially prepared for the journey ahead. Even if you are able to obtain a government contract, you will not be receiving all of the money at once. It helps to have a clear plan of how your business will stage the benefits of the contract.

8. Search Federal Business Opportunities (FedBizOpps) for Contracting Opportunities

FedBizOpps, is an online service operated by the federal government that announces available business opportunities. FedBizOpps helps identify the needs of federal agencies and available contracting opportunities. To begin searching for contracting opportunities, go to www.fbo.gov.

9. Marketing Your Business

Registering your business is not enough to obtain a federal contract; you will need to market your business to attract federal agencies. Tips for good marketing are:

- Determine which federal agencies buy your product or service, and get to know them;
 - Identify the contracting procedures of those agencies;
 - Focus on opportunities in your niche and prioritize them.
- Although not required, you may want to obtain a PSC (Product Services Code) and/or a FSC (Federal Supply Classification). These codes provide additional information about the services and products your business offers.

ADDITIONAL PROCUREMENT RESOURCES

The following federal procurement resources may also be of assistance:

- **The Certificates of Competency (CoC) program** allows a small business, which is the apparent successful offeror, to appeal a contracting officer's non-responsibility determination that it is unable to fulfill the requirements of a specific government contract. The SBA will conduct a detailed review of the firm's technical and financial capabilities to perform on the contract. If the business demonstrates the capability to perform, the SBA issues a Certificate of Competency to the contracting officer, requiring award of that contract to the small business.

- **Procurement Center Representatives (PCR) and Commercial Marketing Representatives (CMR):** PCRs work to increase the small business share of federal procurement awards. CMRs offer many services to small businesses, including counseling on how to obtain subcontracts. To find a PCR or CMR near you, go to www.sba.gov/content/procurement-center-representatives.
- **PTACs (Procurement Technical Assistance Centers):** PTACs provide assistance to businesses that want to sell products and services to federal, state, and/or local government. To find a PTAC in your state, go to www.dla.mil/SmallBusiness/Pages/ptap.aspx.

- **Department of Defense** (The DoD is the largest purchaser of goods from small businesses): www.acq.osd.mil/osbp/
- **Office of Federal Procurement Policy:** www.whitehouse.gov/omb/procurement_default
- **Acquisition Forecast:** www.acquisition.gov/comp/procurement_forecasts/index.html
- **Federal Supply Schedule (FSS):** www.gsa.gov
- **GSA Center for Acquisition Excellence:** www.gsa.gov/portal/content/103487

SBA DISASTER ASSISTANCE

Getting Back on Your Feet After a Disaster

The Disaster Assistance Program is the SBA's largest direct loan program, and the only form of SBA assistance not limited to small businesses. SBA is responsible for providing affordable, timely and accessible financial assistance to homeowners, renters, businesses of all sizes and private, nonprofit organizations following declared disasters. By law, governmental units and agricultural enterprises are ineligible.

The SBA offers two types of disaster loans — Physical and Economic Injury Disaster Loans.

Home Physical Disaster Loans up to \$200,000 are available to eligible homeowners to repair or restore to its pre-disaster condition damaged or destroyed real estate not fully covered by insurance. Renters and homeowners alike may borrow up to \$40,000 to repair or replace clothing, furniture, cars, appliances, etc., that are damaged or destroyed in the disaster.

Business Physical Disaster Loans up to \$2 million are available to qualified businesses or private, nonprofit organizations of any size to help restore or replace damaged real estate, inventory, machinery, equipment and other business assets to its pre-disaster condition.

The SBA can also lend additional funds to homeowners and businesses to help with the cost of making improvements that protect, prevent or minimize the same type of disaster damage from occurring again.

Economic Injury Disaster Loans (EIDLs) are working capital loans available to qualified small businesses, agricultural cooperatives, businesses engaged in aquaculture and most private nonprofit organizations of all sizes that suffered financial losses because of the disaster, regardless of physical damage. The SBA can loan up to \$2 million to provide the necessary working capital to help small businesses pay fixed debts, payroll, accounts payable and other bills that could have been covered had the disaster not occurred. The loan is not intended to replace lost sales or profits. The

combined limit for economic injury and physical damage assistance for businesses is \$2 million.

Military Reservist Economic Injury Disaster Loans (MREIDLs) are working capital loans for small businesses adversely affected when an essential employee is called up to active duty by the National Guard or Reserves. An "essential employee" is defined as an individual (whether or not the owner of the small business) whose managerial or technical skill is critical to the successfully daily operation of the business. The loan limit is \$2 million, and the funds may be used to pay necessary operating expenses as they mature until operations return to normal after the essential employee is released from active military duty. The MREIDLs cannot be used to replace lost profits.

For all disaster loans, the SBA can only approve loans to applicants having a credit history acceptable to the SBA and who also show the ability to repay the loans. The loan terms are established in accordance with the borrower's repayment ability. The law gives the SBA several powerful tools to make disaster loans affordable: low-interest rates (around 4 percent), long-terms (up to 30 years), and refinancing of prior liens (in some cases). As required by law, the interest rate for each loan is based on the SBA's determination of whether the applicant has credit available elsewhere (the ability to borrow or use their own resources to recover after the disaster).

More information on all of the SBA's disaster assistance programs, including information for military Reservists, is available at www.sba.gov/disaster.

Disaster Preparedness

For small businesses, surviving a disaster doesn't begin with clearing the debris and returning to work.

With proper planning, surviving begins long before the disaster strikes—or before active-duty orders are received. Your planning should include insurance coverage, emergency power, protection of company records, fire safety, medical emergencies, taking care of your employees and continuity planning —

how your business will continue during and after the emergency or disaster.

Starting is as easy as clicking on the disaster preparedness page of the SBA's website at www.sba.gov/prepare.

The page provides links to resources to help you put together your own emergency plan, preparedness tips, and fact sheets about SBA recovery assistance for homeowners, renters, businesses of all sizes and private, nonprofit organizations. The SBA has partnered with the American Red Cross to increase awareness in the business community about the Red Cross Ready Rating™ Program. Ready Rating™ is a free, self-paced, web-based membership program that helps a business measure its ability to deal with emergencies, and gives customized feedback on how to improve those efforts. Visit www.readyrating.org.

Additionally, to help small businesses with their preparedness planning, the SBA has teamed up with Agility Recovery Solutions to offer business continuity strategies for entrepreneurs via their "PrepareMyBusiness" website. In addition to offering practical disaster preparedness tips, Agility is the co-host (with the SBA) of a monthly disaster planning webinar for business owners. Previous webinar topics have included discussions on crisis communications, testing your recovery plan, and using social media to enhance business recovery. Visit www.preparemybusiness.org to get the schedule for future webinars, view archived webinars and for more disaster planning tips.

As small businesses are leading America's economic recovery, many of them are investing time and money into their plans to grow and create jobs. Developing a strong disaster preparedness plan should be a critical and integral piece of those efforts. Planning for a disaster is the best way of limiting its effects.

Additional information on developing an emergency plan is available at the federal government's preparedness website www.ready.gov.

The Institute for Business and Home Safety (www.disastersafety.org) also offers useful tips on protecting your home or business.

ADVOCACY AND OMBUDSMAN

Watching Out for Small Business Interests



OFFICE OF ADVOCACY

The SBA's Office of Advocacy, the "small business watchdog" of the government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, the president and federal appellate courts as friends of the court. The Advocacy office compiles and interprets statistics on small business and is the primary entity within the federal government to disseminate small business data.

Headed by the chief counsel for Advocacy, the office also funds outside research of small business issues and produces numerous publications to inform policy makers about the important role of small businesses in the economy and the impact of government policies on small businesses. In addition, the office monitors federal agency compliance with the Regulatory Flexibility Act – the law that requires agencies to analyze the impact of their proposed regulations on small entities (including small businesses, small governmental jurisdictions and small nonprofit

organizations), and consider regulatory alternatives that minimize the economic burden on small entities.

Advocacy's mission is enhanced by a team of regional advocates, located in the SBA's 10 regions. They are Advocacy's direct link to small business owners, state and local government entities, and organizations that support the interests of small entities. The regional advocates help identify regulatory concerns of small business by monitoring the impact of federal and state policies at the grassroots level.

Learn more about the Office of Advocacy at www.sba.gov/advocacy.
Regional Advocate

Ngozi Bell
1150 First Ave., Ste. 1001
King of Prussia, PA 19406
610-382-3093 • 202-481-0200 Fax
ngozi.bell@sba.gov

OFFICE OF THE NATIONAL OMBUDSMAN

If excessive fines, penalties or unfair regulatory enforcement by federal agencies are problems for your small business, you have a voice in Washington, D.C., through the SBA's Office of the National Ombudsman.

The ombudsman receives comments regarding federal regulatory enforcement from small business owners, nonprofit organizations and small government entities. Comments are forwarded to federal agencies for review, and in some cases fines may be lowered or eliminated and decisions changed in favor of the small business owners. Each year the National Ombudsman files a report with the U.S. Congress on the responsiveness of federal agencies regarding their actions of regulatory and compliance enforcement on small businesses.

To request help, send the National Ombudsman a complete Federal Agency Comment Form. You may do this online at www.sba.gov/ombudsman; by fax at 202-481-5719; or by mail at 409 Third Street S.W., Mail Code 2120, Washington, DC 20416.

The Ombudsman also coordinates 10 Regional Regulatory Fairness Boards that meet regularly to receive comments about federal regulations affecting small businesses.

Learn more about the National Ombudsman at www.sba.gov/ombudsman or call 888-REG-FAIR.

ADDITIONAL RESOURCES

Taking Care of Startup Logistics



Even if you are running a small home-based business, you will have to comply with many local, state and federal regulations. Avoid the temptation to ignore regulatory details. Doing so may avert some red tape in the short term, but could be an obstacle as your business grows. Taking the time to research the applicable regulations is as important as knowing your market. Bear in mind that regulations vary by industry. If you're in the food-service business, for example, you will have to deal with the health department. If you use chemical solvents, you will have environmental compliances to meet. Carefully investigate the regulations that affect your industry. Being out of compliance could leave you unprotected legally, lead to expensive penalties and jeopardize your business.

BUSINESS LICENSES

There are many types of licenses, both state and local as well as professional. Depending on what you do and where you plan to operate, your business may be required to have various state and/or municipal licenses, certificates or permits.

Licenses are typically administered by a variety of state and local departments. Consult your state or local government for assistance.

FICTITIOUS BUSINESS NAME

Registering your business name, after doing a search to make sure that it is not already in use, protects you

from others who might want to use the same name. For more information, contact the county clerk's office in the county where your business is based. If you are a corporation, you'll need to check with the state.

BUSINESS INSURANCE

Like home insurance, business insurance protects your business against fire, theft and other losses. Contact your insurance agent or broker. It is prudent for any business to purchase a number of basic types of insurance. Some types of coverage are required by law, other simply make good business sense. The types of insurance listed below are among the most commonly used and are merely a starting point for evaluating the needs of your business.

Liability Insurance – Businesses may incur various forms of liability in conducting their normal activities. One of the most common types is product liability, which may be incurred when a customer suffers harm from using the product. There are many other types of liability, which are frequently related to specific industries. Liability law is constantly changing. An analysis of your liability insurance needs by a competent professional is vital in determining an adequate and appropriate level of protection for your business.

Property – There are many different types of property insurance and levels of coverage available. It is important to determine the property insurance you need to ensure the continuation of your business and the level of insurance you need to replace or

rebuild. You must also understand the terms of the insurance, including any limitations or waivers of coverage.

Business Interruption – While property insurance may pay enough to replace damaged or destroyed equipment or buildings, how will you pay costs such as taxes, utilities and other continuing expenses during the period between when the damage occurs and when the property is replaced? Business Interruption (or "business income") insurance can provide sufficient funds to pay your fixed expenses during a period of time when your business is not operational.

"Key Man" – If you (and/or any other individual) are so critical to the operation of your business that it cannot continue in the event of your illness or death, you should consider "key man" insurance. This type of policy is frequently required by banks or government loan programs. It also can be used to provide continuity of operations during a period of ownership transition caused by the death, incapacitation or absence due to a Title 10 military activation of an owner or other "key" employee.

Automobile – It is obvious that a vehicle owned by your business should be insured for both liability and replacement purposes. What is less obvious is that you may need special insurance (called "non-owned automobile coverage") if you use your personal vehicle on company business. This policy covers the business' liability for any damage which may result for such usage.

Officer and Director – Under most state laws, officers and directors of a corporation may become personally liable for their actions on behalf of the company. This type of policy covers this liability.

Home Office – If you are establishing an office in your home, it is a good idea to contact your homeowners' insurance company to update your policy to include coverage for office equipment. This coverage is not automatically included in a standard homeowner's policy.

Incorporating in Virginia

If you intend to organize a business entity other than a sole proprietorship, then the SCC grants certificates to corporations, limited liability

companies, limited partnerships and limited liability partnerships. It also issues certificates of authority to foreign corporations, LLCs, LPs, and LLPs. The forms and respective fees for establishing one of the above named business entities can be found at: www.scc.virginia.gov/clk/formfee.aspx

Instructions come with all forms. You cannot file the forms electronically. Typically, a small corporation would pay a \$50 charter fee and a \$25 filing fee for a total of \$75. Other business entity types have a startup fee of \$100. Expedite service is only for fast turn around. Otherwise, a corporate charter would take about five to seven business day to issue, if all of the paperwork is properly filed.

Although the SCC has no involvement with sole proprietorships, a business may be required to obtain a local business license from the local Commissioner of Revenue in which the business intends to locate. If the name of your business is something other than your personal name, you will need to obtain a fictitious name certificate (trade name; doing business as name) from the clerk of the local circuit court.

Depending on the type of business, there may be a professional licensing requirement with another state agency. For example, contractors need a license from the Board of Contractors within the Virginia Department of Professional and Occupational Regulation.

To obtain a Virginia Business Registration Guide and access to other state agencies click on:

www.scc.virginia.gov/clk/begin.aspx

State Corporation Commission Clerk's Office

Tyler Bldg., 1300 E. Main St.

Richmond, VA 23219

Mailing Address:

State Corporation Commission

P.O. Box 1197

Richmond, VA 23218

804-371-9733

sccinfo@scc.virginia.gov

www.scc.virginia.gov

Inquiries Outside Richmond 866-722-2551

TAXES

Taxes are an important and complex aspect of owning and operating a successful business. Your accountant, payroll person, or tax advisor may be very knowledgeable, but there are still many facets of tax law that you should know. The Internal Revenue Service is a great source for tax information. Small Business/Self-Employed Tax

Center: www.irs.gov/businesses/small/index.html.

When you are running a business, you don't need to be a tax expert. However, you do need some tax basics. The IRS Small Business/Self-Employed Tax Center gives you the information you need to stay tax compliant so your business can thrive.

Small Business Forms and Publications www.irs.gov/businesses/small/article.html.

Download multiple small business and self-employed forms and publications.

FEDERAL PAYROLL TAX (EIN NUMBERS)

An Employer Identification Number (EIN), also known as a Federal Employer Identification Number (FEIN), is used to identify a business entity. Generally, businesses need an EIN to pay federal withholding tax.

You may apply for an EIN in various ways, one of which is to apply online at www.irs.gov/businesses/small/article/0,,id=102767,00.html. This is a free service offered by the Internal Revenue Service.

Call 800-829-1040 if you have questions. You must check with your state to determine if you need a state number or charter.

FEDERAL SELF-EMPLOYMENT TAX

Every employee must pay Social Security and Medicare taxes. If you are self-employed, your contributions are made through the self-employment tax.

The IRS has publications, counselors and workshops available to help you sort it out. For more information, contact the IRS at 800-829-1040 or www.irs.gov.

Virginia Unemployment Tax

Your business could be subject to Virginia unemployment tax. For more information contact:

Virginia Employment Commission

703 E. Main St.

Richmond, VA 23219

804-786-1485

www.vec.virginia.gov

Sales and Use Tax

The sales and use tax is imposed at the state and local levels in Virginia. The combined rate is 5 percent (4.0 percent state and 1.0 percent local). A seller is subject to a sales tax imposed

on gross receipts derived from retail sales or leases of taxable tangible personal property unless the retail sales or leases are specifically exempt by law. When a seller does not collect the sales tax from the purchaser, the purchaser is required to pay a use tax on the purchase unless the use of the property is exempt. For more information, contact:

Virginia Department of Taxation

Office of Customer Services

Walk-In Service:

3610 W. Broad St.

Richmond, VA 23230

Mailing Address:

P.O. Box 1115

Richmond, VA 23218

804-367-8031 • www.tax.virginia.gov

Business Tax Information

If you plan to hire employees you are also required to obtain a Federal Employee Identification Number from the IRS. To obtain the registration form and reference documents, contact the IRS at 800-829-1040 or visit their website: www.irs.gov/businesses/small/index.html for complete information.

SALES TAX EXEMPTION CERTIFICATE

If you plan to sell products, you will need a Sales Tax Exemption Certificate. It allows you to purchase inventory, or materials, which will become part of the product you sell, from suppliers without paying taxes. It requires you to charge sales tax to your customers, which you are responsible for remitting to the state. You will have to pay penalties if it is found that you should have been taxing your products and now owe back taxes to the state. For information on sales tax issues, contact your state government.

FEDERAL INCOME TAX

Like the state income tax, the method of paying federal income taxes depends upon your legal form of business.

Sole Proprietorship: You must file IRS Federal Form Schedule C along with your personal Federal Income Tax return (Form 1040) and any other applicable forms pertaining to gains or losses in your business activity.

Partnership: You must file a Federal Partnership return (Form 1065). This is merely informational to show gross and net earnings of profit and loss. Also, each partner must report his share of partnership earnings on his individual Form 1040 based on the information from the K-1 filed with the Form 1065.

Corporation: You must file a Federal Corporation Income Tax return (Form 1120). You will also be required to report your earnings from the corporation including salary and other income such as dividends on your personal federal income tax return (Form 1040).

FEDERAL PAYROLL TAX

Federal Withholding Tax: Any business employing a person must register with the IRS and acquire an EIN and pay federal withholding tax at least quarterly. File Form SS-4 with the IRS to obtain your number and required tax forms. Call 800-829-3676 or 800-829-1040 if you have questions.

IRS WEB PRODUCTS FOR SMALL BUSINESSES

For the most timely and up-to-date tax information, go to www.irs.gov/businesses/small/index.html.

VIRTUAL SMALL BUSINESS WORKSHOP

www.tax.gov/virtualworkshop/

The Virtual Small Business Tax Workshop is the first of a series of video products designed exclusively for small business taxpayers. This workshop helps business owners understand federal tax obligations. The Virtual Small Business Workshop is available on CD at www.irs.gov/businesses/small/article/0,,id=101169,00.html and online www.irsvideos.gov/virtualworkshop/ if you are unable to attend a workshop in person. Small business workshops are designed to help the small business owner understand and fulfill their federal tax responsibilities. Workshops are sponsored and presented by IRS partners who are federal tax specialists.

Workshop topics vary from a general overview of taxes to more specific topics such as recordkeeping and retirement plans. Although most are free, some workshops have fees associated with them. Fees for a workshop are charged by the sponsoring organization, not the IRS.

The IRS's Virtual Small Business Tax Workshop is an interactive resource to help small business owners learn about their federal tax rights and responsibilities. This educational product, available online and on CD consists of nine stand-alone lessons that can be selected and viewed in any sequence. A bookmark feature

makes it possible to leave and return to a specific point within the lesson. Users also have access to a list of useful online references that enhance the learning experience by allowing them to view references and the video lessons simultaneously.

Tax Calendar for Small Businesses and Self-Employed (Publication 1518) www.irs.gov/businesses/small/article/0,,id=176080,00.html.

The Tax Calendar for Small Businesses and Self-Employed contains useful information on general business taxes, IRS and SSA customer assistance, electronic filing and paying options, retirement plans, business publications and forms, common tax filing dates, and federal legal holidays.

SOCIAL SECURITY CARDS

All employees must have a Social Security card. It must be signed by its owner, and you should always ask to see and personally record the Social Security number. Failure to do so may cause your employee to lose benefits and considerable trouble for yourself in back tracking to uncover the error.

Each payday, your employees must receive a statement from you telling them what deductions were made and how many dollars were taken out for each legal purpose. This can be presented in a variety of ways, including on the check as a detachable portion or in the form of an envelope with the items printed and spaces for dollar deductions to be filled in.

EMPLOYEE CONSIDERATIONS Taxes

If you have any employees, including officers of a corporation but not the sole proprietor or partners, you must make periodic payments towards, and/or file quarterly reports about payroll taxes and other mandatory deductions. You may contact these government agencies for information, assistance and forms.

Social Security Administration

800-772-1213
www.ssa.gov

Workers' Compensation

Workers' compensation insurance provides compensation and medical benefits to workers or their dependents if the workers become disabled or die from accidental injury or occupational disease due to their employment. Employers must carry Workers' Compensation Insurance with a private insurance carrier, have a certificate of self-insurance issued by the Virginia Workers' Compensation Commission or

be a member of a group self-insurance association approved by the State Corporation Commission if they have three or more employees regularly in service in the same business in Virginia. For more information, contact:

Virginia Workers' Compensation Commission

1000 DMV Dr.
Richmond, VA 23220
877-664-2566
www.vwc.state.va.us

Wage & Hour

The U.S. Department of Labor, Wage & Hour Division, enforces a number of labor laws that can significantly impact businesses of all sizes. Taking the time to familiarize you with these laws can limit exposure to fines, back wages, and other possible sanctions.

You should know about:

- Fair Labor Standards Act
- Federal requirements for the Minimum Wage, overtime pay, child labor, and related record keeping.

Equal Employment Opportunity Commission (EEOC)

The EEOC enforces several laws that prohibit employment discrimination based on race, color, sex, religion, national origin, age, disability, genetic information and retaliation for opposing job discrimination whether filing a charge, or participating in proceedings under these laws. EEOC's mission is aimed towards employer education, as well as, enforcement.

All private employers that employ 15 or more individuals or at least 20 employees in matters relating to age discrimination fall under these laws.

For specific small business information, please refer to EEOC's website at www.eeoc.gov or contact its 24-hour toll free national call center at 800-669-4000 (voice) or 1-800-669-6820 (TTY). EEOC has offices in Richmond and Norfolk, Virginia.

Social Security's Business Services Online

The Social Security Administration now provides free electronic services online at www.socialsecurity.gov/employer/. Once registered for Business Services Online, business owners or their authorized representative can:

- file W-2s online; and
- verify Social Security numbers through the Social Security Number Verification Service, used for all employees prior to preparing and submitting Forms W-2.

Federal Withholding

U.S. Internal Revenue Service
800-829-1040
www.irs.gov

Health Insurance

Compare plans in your area at
www.healthcare.gov.

Employee Insurance

If you hire employees you may be required to provide unemployment or workers' compensation insurance.

WORKPLACE DISABILITY PROGRAMS

Americans with Disabilities Act (ADA): For assistance with the ADA, call 800-669-3362 or visit www.ada.gov.
The Virginia Office for Protection and Advocacy

1910 Byrd Ave., Ste. 5
Richmond, VA 23230
804-225-2042 • 800-552-3962 Voice/TTY
E-mail to: general.vopa@vopa.virginia.gov
www.vopa.state.va.us

U.S. CITIZENSHIP AND IMMIGRATION SERVICES

The Federal Immigration Reform and Control Act of 1986 requires employers to verify employment eligibility of new employees. The law obligates an employer to process Employment Eligibility Verification Form I-9. The U.S. Citizenship and Immigration Services Office of Business Liaison offers a selection of information bulletins and live assistance through the Employer Hotline. For forms call 800-870-3676, for the Employer Hotline call 800-357-2099.

E-Verify: Employment Eligibility Verification

E-Verify, operated by the Department of Homeland Security in partnership with the Social Security Administration, is the best--and quickest--way for employers to determine the employment eligibility of new hires. It is a safe, simple, and secure Internet-based system that electronically verifies the Social Security number and employment eligibility information reported on Form I-9. E-Verify is voluntary in most states and there is no charge to use it.

If you are an employer or employee and would like more information about the E-Verify program, please visit www.dhs.gov/E-Verify or contact our Customer Support staff: 1-888-464-4218 Monday – Friday 8 a.m. – 5 p.m.
E-mail: e-verify@dhs.gov

SAFETY AND HEALTH REGULATIONS

All businesses with employees are required to comply with state and federal regulations regarding the protection of employees. The Occupational Safety and Health Administration outlines specific health and safety standards adopted by the U.S. Department of Labor.

BUILDING CODES, PERMITS AND ZONING

It is important to consider zoning regulations when choosing a site for your business. You may not be permitted to conduct business out of your home or engage in industrial activity in a retail district. Contact the business license office in the city or town where the business is located.

BAR CODING

Many stores require bar coding on packaged products. Many industrial and manufacturing companies use bar coding to identify items they receive and ship. There are several companies that can assist businesses with bar-coding needs. You may want to talk with an SBDC, SCORE or WBC counselor for more information.

Federal Registration of Trademarks and Copyrights

Trademarks or service marks are words, phrases, symbols, designs or combinations thereof that identify and distinguish the source of goods. Trademarks may be registered at both the state and federal level. To register a federal trademark, contact:

U.S. Patent and Trademark Office:

P.O. Box 1450
Alexandria, VA 22313-1450
800-786-9199
www.uspto.gov

Trademark Information Hotline

703-308-9000

STATE REGISTRATION OF A TRADEMARK

Trademarks and service marks may be registered in a state.

State Corporation Commission

Virginia's Division of Securities and Retail Franchising
P.O. Box 1197
Richmond, VA 23218
1300 E. Main St.
Richmond, VA 23219
804-371-9051
www.scc.virginia.gov

Caution: Federally registered trademarks may conflict with and supersede state registered business and product names.

Patents

A patent is the grant of a property right to the inventor by the U.S. Patent and Trademark Office. It provides the owner with the right to exclude others from making, using, offering for sale or selling the patented item in the United States.

Additional information is provided in the publications, General Information Concerning Patents and other publications distributed through the U.S. Patent and Trademark Office. For more information, contact the:

U.S. Patent and Trademark Office

800-786-9199 • www.uspto.gov

Copyrights

Copyrights protect original works of authorship including literary, dramatic, musical and artistic, and certain other intellectual works. Copyrights do not protect facts, ideas and systems, although it may protect the way these things are expressed. For general information contact:

U.S. Copyright Office

U.S. Library of Congress
James Madison Memorial Building
Washington, DC 20559
202-707-9100 - Order Line
202-707-3000 - Information Line
www.copyright.gov

BUSINESS.VIRGINIA.GOV – Virginia's Business Portal

Virginia's business portal, www.business.virginia.gov, provides a gateway to the wide range of online resources available to business users and the community. The portal was designed to help businesses quickly obtain information – including forms, online services and valuable answers to common questions.

Four main category areas cover the most important information requested by businesses.

- Starting a Business – serves as a link to information relevant to businesses and entrepreneurs who are getting started, including registering and licensing procedures and permits.
- Running a Business – includes information such as regulations, employment and tax laws for existing businesses.
- Business Resources – connects businesses to services including counseling and industry organizations.
- Out of State Businesses – provides information applicable to out-of-state businesses seeking expansion or relocation in Virginia.

The site also offers a "live chat" feature, providing businesses with real time access to the Virginia Business Information Center (VBIC),

administered through the Virginia Department of Business Assistance. VBIC is a dynamic service that offers businesses contact with live representatives – either immediately or within a day of placing an inquiry. VBIC can also be reached via telephone or e-mail.

Virginia Department of Business Assistance

The Virginia Department of Business Assistance supports economic development in the Commonwealth by working with new and existing businesses to provide workforce incentives, loans, business information, state procurement assistance, incubator counseling and educational opportunities for the business and economic development communities. DBA also administers the Virginia Business Information Center (VBIC), which provides answers and solutions to business related inquiries. VBIC can be contacted by calling 804-371-0438, 866-248-8814 Toll Free, or by e-mailing: vbic@vdba.virginia.gov.

Virginia Business Information Center

The Virginia Business Information Center (VBIC), a service of the Virginia Department of Business Assistance, is a one-stop resource for business owners in search of answers to their questions about starting, operating or expanding their business. VBIC can be reached via telephone, e-mail or an online live-chat feature. Businesses can expect to contact live representatives – either immediately or within a day of placing an inquiry.

VBIC helps businesses navigate services at the federal, state and local level – providing customized assistance to every inquirer. VBIC representatives also support the “Business One Stop,” an online tool that gives new businesses a blueprint of all licenses and permits needed, as well as potential resources. Click on the “Business One Stop” icon featured prominently at: www.vdba.virginia.gov

To contact VBIC call 866-248-8814, e-mail: vbic@vdba.virginia.gov or log onto: www.vdba.virginia.gov and click on the “Ask Live Online” icon to access VBIC’s live-chat feature.

Virginia Department of Business Assistance

707 E. Main St., Ste. 300/P.O. Box 446
Richmond, VA 23218-0446
804-371-8200 • 804-371-8111 Fax
www.dba.virginia.gov/

Virginia Small Business Financing Authority (VSBFA)

www.vdba.virginia.gov/vsbfa.shtm

BUSINESS ORGANIZATION: Choosing Your Business Structure

There are many forms of legal structure you may choose for your business. Each legal structure offers organizational options with different tax and liability issues. We suggest you research each legal structure thoroughly and consult a tax accountant and/or attorney prior to making your decision.

The most common organizational structures are sole proprietorships, general and limited partnerships and limited liability companies.

Each structure offers unique tax and liability benefits. If you’re uncertain which business format is right for you, you may want to discuss options with a business counselor or attorney.

Sole Proprietorship

One person operating a business as an individual is a sole proprietorship. It’s the most common form of business organization. Profits are taxed as income to the owner personally. The personal tax rate is usually lower than the corporate tax rate. The owner has complete control of the business, but faces unlimited liability for its debts. There is very little government regulation or reporting required with this business structure.

General Partnership

A partnership exists when two or more persons join together in the operation and management of a business. Partnerships are subject to relatively little regulation and are fairly easy to establish. A formal partnership agreement is recommended to address potential

conflicts such as: who will be responsible for performing each task; what, if any, consultation is needed between partners before major decisions, and what happens when a partner dies. Under a general partnership each partner is liable for all debts of the business. Profits are taxed as income to the partners based on their ownership percentage.

Limited Partnership

Like a general partnership, a limited partnership is established by an agreement between two or more persons. However, there are two types of partners.

- A general partner has greater control in some aspects of the partnership. For example, only a general partner can decide to dissolve the partnership. General partners have no limits on the dividends they can receive from profit so they incur unlimited liability.
- Limited partners can only receive a share of profits based on the proportional amount of their investment, and liability is similarly limited in proportion to their investment.

LLCs and LLPs

The limited liability company is a relatively new business form. It combines selected corporate and partnership characteristics while still maintaining status as a legal entity distinct from its owners. As a separate entity it can acquire assets, incur liabilities and conduct business. It limits liability for the owners. The limited liability partnership is similar to the LLC, but it is for professional organizations.

The Virginia Small Business Financing Authority (VSBFA) stands ready to assist those businesses and non-profit organizations looking to grow in Virginia, the local economic development authorities and municipalities needing debt financing to attract businesses into their jurisdictions, as well as bankers seeking to find creative ways in which to make that next loan to a small business. The VSBFA is a political subdivision of the Commonwealth of Virginia whose mission is to promote Virginia businesses by increasing access to capital through the creative application of public and private financing, thereby maximizing employment opportunities and investment throughout the Commonwealth. Through its portfolio of financing programs, the VSBFA assists in three primary ways:

Direct Lending: In partnership with banks and other lenders, VSBFA provides direct loans in economic development transactions. They also provide direct loans under specific programs designed to promote environmental stewardship and assist licensed daycare centers and family home providers.

Indirect Lending: VSBFA provides loan guarantees or other types of credit enhancements to commercial banks in order to increase access to capital for businesses.

Conduit Financing: VSBFA is the statewide conduit issuer of tax-exempt industrial development bonds for manufacturers and 501c3 organizations.

In order for the VSBFA to offer a business financing assistance, the business must meet VSBFA’s credit standards and meet the definition of a small business as defined in the Code of Virginia.

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The Virginia Business Incubation Association (VBIA) promotes, encourages, and supports the successful establishment and operation of small business incubation programs to stimulate economic development activity in Virginia through the creation of new jobs, new investment and new business formation. For more information about the VBIA go to www.vbia.org
For a complete list of incubator sites visit www.dba.state.va.us/smddev/sbincubator.asp#VAMap

SMALL BUSINESS & ENTREPRENEURSHIP COUNCIL

2944 Hunter Mills Rd., Ste. 204
Oakton, VA 22124
703-242-5840
www.sbecouncil.org

THE VENTURE FORUM

12741 Foxstone Rd.
Midlothian, VA 23113
804-840-6600
www.richmondventureforum.com

VIRGINIA ASSOCIATION OF REALTORS

10231 Telegraph Rd.
Glen Allen, VA 23059
804-264-5033
www.varealtor.com
members@varealtor.com

VIRGINIA BANKERS ASSOCIATION

4490 Cox Rd.
Glen Allen, VA 23060
804-643-7469
www.vabankers.org

VIRGINIA BIOTECHNOLOGY ASSOCIATION

800 E. Leigh St., Ste. 14
Richmond, VA 23219
804-643-6360
questions@vabio.org

VIRGINIA COUNCIL OF CEOS

P.O. Box 14766
Richmond, VA 23221
804-477-8359
info@vaceos.org
www.vaceos.org

VIRGINIA DOWNTOWN DEVELOPMENT ASSOCIATION

P.O. Box 71326
Richmond, VA 23255
804-754-4120
admin@downtownvirginia.org
www.downtownvirginia.org/

VIRGINIA HOSPITALITY & TRAVEL ASSOCIATION

Virginia Restaurant Association
Virginia Hotel Lodging Association
Virginia Travel Association
Virginia Hospitality Supplier Association
2101 Libbie Ave.
Richmond, VA 23230
800-552-2225 or 804-288-3065
info@vhta.org
www.vhta.org

VIRGINIA INNOVATORS NETWORK

P.O. Box 2304
Glen Allen, VA 23058
www.vainnovators.org

VIRGINIA MANUFACTURERS ASSOCIATION

2108 West Laburnum Ave., Ste. 100F
Richmond, VA 23227
804-643-7489
www.vamanufacturers.com

VIRGINIA PRESS ASSOCIATION

11529 Nuckols Rd.
Glen Allen, VA 23059
804-521-7570
www.vpa.net

VIRGINIA RETAIL FEDERATION

5101 Monument Ave.
Richmond, VA 23230
804 662-5500
www.virginiaretailfederation.com

VIRGINIA RETAIL MERCHANTS ASSOCIATION

701 E. Franklin St., Ste. 809
Richmond, VA 23219
804 649-0789
800-232-VRMA (8762)
vrma@virginiaretail.org
www.virginiaretail.org

VIRGINIA TOURISM CORPORATION

901 E. Byrd St.
Richmond, VA 23219
804-545-5500
www.vatc.org

Government Resources

GENEDGE (MANUFACTURING EXTENSION PARTNERSHIP)

720 Moorefield Park Dr.
Richmond, VA 23236
804-323-2226
www.genedge.org

IRS SMALL BUSINESS AND SELF-EMPLOYED TAX CENTER

www.irs.gov/businesses-small-businesses-&-self-employed

U.S. DEPARTMENT OF COMMERCE

U.S. Commercial Service
804-771-2246
www.export.gov/Virginia

ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

www.eda.gov

U.S. DEPARTMENT OF AGRICULTURE (USDA) RURAL DEVELOPMENT

U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)

Business Assistance Center
1650 Arch St.
Philadelphia, PA 19103
800-228-8711
www.epa.gov/region03/sbac

USDA RURAL DEVELOPMENT

1606 Santa Rosa Rd., Ste. 238
Richmond, VA 23229
804-287-1552
www.rurdev.usda.gov/va

U.S. HOUSING & URBAN DEVELOPMENT (HUD)

Richmond Field Office
600 E. Broad St., 3rd Fl.
Richmond, VA 23219
800-842-2610
www.hud.gov

VIRGINIA DEPARTMENT OF LABOR AND INDUSTRY

Powers-Taylor Bldg.
13 South Thirteenth St.
Richmond, VA 23219-4101
804-371-2327
www.doli.virginia.gov

VIRGINIA DEPARTMENT OF MINORITY BUSINESS ENTERPRISE

1111 E. Main St., Ste. 300
Richmond, VA 23219
804-786-6585
dmbe@dmbe.state.va.us
www.dmb.virginia.gov

VIRGINIA DEPARTMENT OF MINORITY BUSINESS ENTERPRISE

Department of Minority Business Enterprise
1111 E. Main St., Ste. 300
Richmond, VA 23219
804-786-6585
dmbe@dmbe.state.va.us
www.dmb.virginia.gov

VIRGINIA DEPARTMENT OF OCCUPATIONAL & PROFESSIONAL REGULATION

9960 Maryland Dr., Ste. 400
Richmond, VA 23233-1485
804-367-8500
www.dpor.virginia.gov

VIRGINIA DEPARTMENT OF TAXATION

1957 Westmoreland St.
Richmond, VA 23230
804-367-8037
www.tax.virginia.gov

VIRGINIA DEPARTMENT OF TRANSPORTATION

Business Opportunity & Workforce Development Center
1602 Rolling Hills Dr., Ste. 110
Richmond, VA 23229
Doretha Davis or Kara Stafford
804-662-9555
bowdcenter@vdot.virginia.gov

VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP

901 E. Byrd St.
Richmond, VA 23218
804-545-5600
www.yesvirginia.org

VIRGINIA EMPLOYMENT COMMISSION

www.vec.virginia.gov

VIRGINIA ENTERPRISE INITIATIVE (VEI)

The Virginia Enterprise Initiative provides an opportunity for underserved entrepreneurs to start and expand businesses through increased access to micro-business training and credit. The VEI provides grants and technical assistance to regional and local micro-enterprise development organizations (MDOs) that specialize in assisting non-traditional entrepreneurs. This assistance includes pre-concept counseling, business plan development, credit repair and counseling, credit access and continuing technical assistance. To deliver these services, the MDOs also partner with banks, area businesses, educational institutions, each other and/or other private and public entities within the community. These organizations provide a service that often is not otherwise available and are designed to support the entrepreneur, even after accessing capital. VEI seeks to engage MDOs that provide innovative processes to attract and assist micro-entrepreneurs. VEI does not provide direct grant assistance to entrepreneurs. For more information contact:

OTHER ASSISTANCE

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Main Street Centre
600 E. Main St., Ste. 300
Richmond, VA 23219
804-371-7030
www.dhcd.virginia.gov/index.php/business-va-assistance

VIRGINIA MAIN STREET PROGRAM

Department of Housing and Community Development
600 E. Main St., Ste. 300
Richmond, VA 23219
804-371-7030
mainstreet@dhcd.virginia.gov
www.dhcd.virginia.gov/mainstreet

The DHCD works across the commonwealth to support and promote healthy, vibrant and sustaining downtowns and business districts. The Virginia Main Street (VMS) program within DHCD is an economic and community development program that offers a range of services and assistance to meet the many needs of communities interested in revitalization. While the program was designed to address the need for revitalization and on-going management of smaller to mid-sized downtowns, aspects of the Main Street approach may be applied successfully in other commercial settings. Since 1985, the (VMS) program has been helping localities revitalize the economic vitality of downtown commercial districts using the National Main Street Center's successful Main Street Approach™. Main Street is a comprehensive approach to revitalization built around a community's unique heritage and attributes. Using local resources and initiatives, Main Street helps communities develop their own strategies to stimulate long term economic growth and pride in the traditional community center downtown.

ABINGDON

Susan Howard, Executive Director
Advance Abingdon
208 W. Main St./P.O. Box 1231
Abingdon, VA 24212
276-698-5667
advance@abingdon-va.gov
www.abingdon.com

ALTAVISTA

Herb Miller, Interim Executive Director
Altavista On Track
510 7th St./P.O. Box 283
Altavista, VA 24517
434-944-5530
AltavistaOnTrack@embarqmail.com
www.altavistaontrack.com

BEDFORD

Sue Montgomery, Executive Director
Bedford Main Street, Inc.
P.O. Box 405
Bedford, VA 24523
540-586-2148
contact@centertownbedford.com
www.centertownbedford.com

BERRYVILLE

Susan Goldizen, Executive Director
Berryville Main Street
23 E. Main St./P.O. Box 372
Berryville, VA 22611
540-955-4001
info@berryvillemainstreet.org
www.berryvillemainstreet.org

BLACKSTONE

Lafayette Dickens, Executive Director
Downtown Blackstone Inc.
107 W. Broad St.
Blackstone, VA 23824
434-292-3041
manager@downtownblackstone.org
www.downtownblackstone.org

BRISTOL

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Believe in Bristol
6 Sixth St., Ste. 351
Bristol, TN 37620
423-573-2200
cblevins@believeinbristol.org
www.believeinbristol.org

CULPEPER

Jessica Brewer, Interim Executive Director
Culpeper Renaissance, Inc.
127 W. Davis St.
Culpeper, VA 22701
540-825-4416
criinfo@culpeperdowntown.com
www.culpeperdowntown.com

FARMVILLE

Jimmy Johnson/Chairman
Cindy Morris/Town Planner
Downtown Farmville, Inc.
301 N. Main St.
Farmville, VA 23901
434-395-1089 Jimmy
downtownfarmville@embarqmail.com
434-392-8465 Cindy
cmorris@farmvilleva.com
www.farmvilleva.com

FRANKLIN

Dan Howe, Executive Director
Downtown Franklin Association
120 S. Main St./P.O. Box 355
Franklin, VA 23851
757-562-6900
downtownfranklin@beldar.com
www.downtownfranklinva.org

HARRISONBURG

Eddie Bumbaugh, Executive Director
Harrisonburg Downtown Renaissance
212 S. Main St.
Harrisonburg, VA 22801
540-432-8922
ebumbaugh@harrisonburgva.gov
www.downtownharrisonburg.org

HOPEWELL

Evan Kaufman/Interim Director
Christina J. Luman-Bailey/Mayor
Hopewell Downtown Partnership
206 Appomattox St.
Hopewell, VA 23860
818-438-5659
kaufmaneb@gmail.com
804-691-4522 Christina
clumanbailey@gmail.com
www.downtownhopewellva.net

LURAY

Liz Lewis, Executive Director
Luray Downtown Initiative, Inc.
47 W. Main St., Ste. A
Luray, VA 22835
540-743-7700
luraydowntown@embarqmail.com
www.luraydowntown.com

LYNCHBURG

Anna Bentson, Executive Director
Lynch's Landing Foundation
1023 Commerce St.
Lynchburg, VA 24504
434-528-3950
anna@downtownlynchburg.com
www.downtownlynchburg.com

MANASSAS

Debbie Haight, Executive Director
Historic Manassas, Inc.
9366 Main St.
Manassas, VA 20110
703-361-6599
debbie@historicmanassasinc.org
www.visitmanassas.org

MARION

Ken Heath, Executive Director
Marion Downtown Revit. Assoc.
P.O. Box 915
Marion, VA 24354
276-783-4190
kheath@marionva.org
www.mariondowntown.org

MARTINSVILLE

Laura Bowles, Executive Director
Martinsville Uptown Revit. Assoc.
217 E. Church St./P.O. Box 614
Martinsville, VA 24114
276-632-5688
Laura@martinsvilleuptown.net
www.martinsvilleuptown.net

ORANGE

Jeff Curtis, Executive Director
Orange Downtown Alliance, Inc.
130 W. Main St./P.O. Box 283
Orange, VA 22960
540-672-2540
director@orangedowntownalliance.org
www.orangedowntownalliance.org

RADFORD

Becky Haupt, Executive Director
Main Street Radford, Inc.
107 Third Ave.
Radford, VA 24141
540-731-3656
info@mainstretradford.org
www.mainstretradford.org

ROCKY MOUNT

Whitney Harmon, Executive Director
Community Partnership for the
Revitalization of Rocky Mount
52 Franklin St., Ste. 1
Rocky Mount, VA 24151
540-484-3834 or 540-489-3825
director@historicrockymount.com
www.historicrockymount.com

ST. PAUL

Lou Wallace, Chairman
St. Paul Tomorrow
P.O. Box 1094
St. Paul, VA 24283
276-762-5215 or 276-608-0642 cell
bisteale@verizon.net
www.stpaulva.org

SOUTH BOSTON

Tammy Vest, Executive Director
Destination Downtown S. Boston
432 Main St.
South Boston, VA 24592
434-575-4209
info@downtownsobo.com
www.downtownsobo.com

STAUNTON

Julie Markowitz, Executive Director
Staunton Downtown Devel. Assoc.
110 W. Johnson St., Ste. 225
Staunton, VA 24401
540-332-3867
sdda_director@ci.staunton.va.us
www.stauntondowntown.org

WARRENTON

Jennifer Heyns, Executive Director
The Partnership for Warrenton Foundation
7 Hotel St./P.O. Box 3528
Warrenton, VA 20186
540-349-8606
jennifer@partnershipforwarrenton.org
www.partnershipforwarrenton.org

WAYNESBORO

Kimberly Watters, Executive Director
Waynesboro Downtown Dev., Inc.
301 W. Main St.
Waynesboro, VA 22980
540-942-6705
wddidirector@ci.waynesboro.va.us
www.waynesborodowntown.org

WINCHESTER

Karen Helm, Executive Director
Old Town Development Board
15 N. Cameron St.
Winchester, VA 22601
540-722-7576
khelm@ci.winchester.va.us
www.oldtownwinchesterva.com

VEZ is a partnership between state and local government that encourages job creation and private investment. VEZ accomplishes this by designating Enterprise Zones throughout the state and providing two grant-based incentives, the Job Creation Grant (JCG) and the Real Property Investment Grant (RPIG), to qualified

OTHER ASSISTANCE

investors and job creators within those zones, while the locality provides local incentives.

For more information contact:

VIRGINIA DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Main Street Centre
600 East Main St., Ste. 300
Richmond, VA 23219
804-371-7030
www.dhcd.virginia.gov/index.php/business-va-assistance

VIRGINIA EMPLOYMENT COMMISSION

www.vec.virginia.gov

VIRGINIA WORKFORCE CONNECTION SERVICES FOR EMPLOYERS

www.vawc.virginia.gov

VIRGINIA WORKFORCE CONNECTION LABOR MARKET INFORMATION (LMI) HOME

www.VirginiaLMI.com

VIRGINIA OPPORTUNITY WORKFORCE DEVELOPMENT CENTER

1602 Rolling Hill Dr., Ste. 110
Richmond, VA 23229
804-662-9555
Deborah Wood, Administrative Assistant

PENINSULA WORKFORCE DEVELOPMENT CENTER

Thomas Nelson Community College
Hampton, VA 23666
757-825-2937
workforce@tncc.edu

County Economic Development Resources

ACCOMACK COUNTY EASTERN SHORE ECONOMIC DEVELOPMENT COMMISSION

2337 Front St.
Accomack, VA 23301
757-787-1247
www.economicdevelopmentaccomack.com

ALLEGHANY COUNTY ALLEGHANY-HIGHLANDS ECONOMIC DEVELOPMENT CORP.

1000 Dabney Dr.
Clifton Forge, VA 23422
540-862-0936
www.allhighlands.org

AMELIA COUNTY AMELIA COUNTY INDUSTRIAL DEVELOPMENT AUTHORITY

c/o Administrative Office
16360 Dunn St.
Amelia, VA 23002
804-561-3039
www.ameliacova.com

AMHERST COUNTY AMHERST COUNTY ECONOMIC DEVELOPMENT

153 Washington St.
Amherst VA 24521
434-946-9314
www.countyofamherst.com

APPOMATTOX COUNTY APPOMATTOX COUNTY ECONOMIC DEVELOPMENT

152-A Morton Ln.
Appomattox VA 24522
434-352-2637
www.appomattox.org

AUGUSTA COUNTY AUGUSTA COUNTY COMMUNITY DEVELOPMENT

18 Government Center Ln.
Verona, VA 24482
540-245-5028
www.co.augusta.va.us

BATH COUNTY BATH COUNTY ECONOMIC DEVELOPMENT

65 Courthouse Hill Rd.
Warm Springs, VA 24484
540-839-7221
www.bathcountyva.org

BEDFORD COUNTY BEDFORD COUNTY ECONOMIC DEVELOPMENT

122 E. Main St., Ste. 202
Bedford VA 24523
540-587-5670
www.bedforeconomicdevelopment.com

BLAND COUNTY BLAND COUNTY ECONOMIC DEVELOPMENT

612 Main St. Courthouse
Bland, VA 24315
276-688-4622
www.bland.org/business/

BOTETOURT COUNTY BOTETOURT COUNTY ECONOMIC DEVELOPMENT

1 W. Main St.
Fincastle, VA 24090
540-473-8223
www.co.botetourt.va.us

BRUNSWICK COUNTY BRUNSWICK COUNTY ECONOMIC DEVELOPMENT

116 W. Hicks St.
Lawrenceville, VA 24202
434-848-0248
www.bcida.org

BUCHANAN COUNTY BUCHANAN COUNTY ECONOMIC DEVELOPMENT

4313 Slate Creek Rd.
Grundy, VA 24614
276-935-4003
www.buchanancountyida.org

BUCKINGHAM COUNTY BUCKINGHAM COUNTY ZONING OFFICE

1360 W. James Anderson Hwy.
Buckingham, VA 23921
434-969-4242
www.buckinghamcountyva.org

CAMPBELL COUNTY CAMPBELL COUNTY ECONOMIC DEVELOPMENT

47 Courthouse Ln.
Rustburg, VA 24588
434-592-9595
www.campbellvirginia.com

CAROLINE COUNTY CAROLINE COUNTY ECONOMIC DEVELOPMENT

2 23724 Rogers Clark Blvd.
Ruther Glen, VA 22546
804-633-4074
www.visitcaroline.com/economic.html

CARROLL COUNTY CARROLL COUNTY ECONOMIC DEVELOPMENT

605-1 Pine St.
Hillsville, VA 24343
276-728-3331
www.chillsnet.org

CHARLES CITY COUNTY CHARLES CITY COUNTY ECONOMIC DEVELOPMENT

10900 Courthouse Rd.
Charles City, VA 23030
804-652-4707

CHARLOTTE COUNTY CHARLOTTE COUNTY ECONOMIC DEVELOPMENT

250 Lagrande Ave., Ste. A
Charlotte Courthouse, VA 23923
434-542-5117
www.co.charlotte.va.us

CHESTERFIELD COUNTY CHESTERFIELD COUNTY ECONOMIC DEVELOPMENT

9401 Courthouse Rd., Ste. B
Chesterfield, VA 23832
804-318-8550
www.chesterfieldbusiness.com

CLARK COUNTY CLARK COUNTY ECONOMIC DEVELOPMENT

101 Chalmers Ct., Ste. B
Berryville, VA 22611
540-955-5100
www.co.clarke.va.us

CRAIG COUNTY CRAIG COUNTY ECONOMIC DEVELOPMENT

P.O. Box 308
New Castle, VA 24127
540-864-5010
www.craigcountyva.info

CULPEPER COUNTY CULPEPER COUNTY ECONOMIC DEVELOPMENT

233 E. Davis St.
Culpeper, VA 22701
540-727-3410
www.culpeperusa.com

CUMBERLAND COUNTY CUMBERLAND COUNTY ECONOMIC DEVELOPMENT

1 Courthouse Cir.
Cumberland, VA 23040
804-492-9175

DICKENSON COUNTY DICKENSON COUNTY ECONOMIC DEVELOPMENT

1019 Happy Valley Dr.
Clintwood, VA 24228
276-926-1699
www.dickensoncountyvirginia.org

DINWIDDIE COUNTY DINWIDDIE COUNTY ECONOMIC DEVELOPMENT

14016 Baydton Plank Rd.
Dinwiddie, VA 23841
804-469-4500
www.accessdinwiddie.com

ESSEX COUNTY ESSEX COUNTY ECONOMIC DEVELOPMENT

205 Cross St.
Tappahannock, VA 22560
804-443-4331
www.essex-virginia.org

FAUQUIER COUNTY FAUQUIER COUNTY ECONOMIC DEVELOPMENT

35 Culpeper St.
Warrenton, VA 20186
540-422-8270
www.fauquierbusiness.com

FLUVANNA COUNTY FLUVANNA COUNTY ECONOMIC DEVELOPMENT

132 Main St.
Palmyra, VA 22963
434-591-1910
www.co.fluvanna.va.us

FRANKLIN COUNTY FRANKLIN COUNTY ECONOMIC DEVELOPMENT

1255 Franklin St.
Rocky Mount, VA 24151
540-483-3030
www.yesfranklincountyva.org

FREDERICK COUNTY FREDERICK COUNTY ECONOMIC DEVELOPMENT

45 E. Boscawen St.
Winchester, VA 22601
540-665-0973
<http://winva.com/>

OTHER ASSISTANCE

GLoucester County

GLoucester County Economic Development

6467 Main St.
Gloucester, VA 23061
804-693-1415
www.gloucesterva.info/EconomicDevelopment

Grayson County

Grayson County Economic Development

1117 E. Stuart Dr.
Galax, VA 24333
276-236-0391
www.brcceda.org

HANOVER County

HANOVER County Economic Development

8200 Center Path Ln.
Mechanicsville, VA 23116
804-365-6464
www.co.hanover.va.us/econdev

HENRICO County

HENRICO County Economic Development

4300 E. Parham Rd.
Richmond, VA 23228
804-501-7654
www.henrico.com

HENRY County

MARTINSVILLE HENRY County Economic Development

134 E. Church St.
Martinsville, VA 24112
276-403-5940
www.yesmartinsville.com

ISLE OF WIGHT County

ISLE OF WIGHT County Economic Development

17130 Monument Cir.
Isle of Wight, VA 23397
757-365-6251
www.insidetheisle.com

JAMES CITY County

JAMES CITY County Economic Development

5308 Discovery Park Blvd., Ste. 203
Williamsburg, VA 23188
757-253-6607
www.jccecondev.com

KING & QUEEN County

P.O. Box 177
King & Queen C.H., VA 23085
804-785-5975
www.kingandqueenco.net

KING GEORGE County

KING GEORGE County Economic Development

10459 Courthouse Dr., Ste. 200
King George, VA 22485
540-775-9181
www.co.kinggeorge.state.va.us

KING WILLIAM County

KING WILLIAM County Economic Development

180 Horse Landing Rd.
King William, VA 23086
804-769-4927
www.kingwilliamcounty.us

LANCASTER County

LANCASTER County Economic Development

8311 Mary Ball Rd., Ste. 105
Lancaster, VA 22503
804-462-5129
www.lancova.com

LEE County

LEE County Economic Development

P.O. Box 912
Jonesville, VA 24263
276-346-7766
www.leecountyida.com/

LOUISA County

LOUISA County Economic Development

1 Woolfolk Ave.
Louisa, VA 23093
540-967-4581
www.yeslouisa.com

LUNENBURG County

LUNENBURG County Economic Development

11387 Courthouse Rd.
Lunenburg, VA 23952
434-696-2546
www.lunenburgva.net

MECKLENBURG County

MECKLENBURG County Economic Development

350 Washington St.
Boydton, VA 23917
434-738-6388
www.mecklenburgva.com

MONTGOMERY County

MONTGOMERY County Economic Development

755 Roanoke St.
Christiansburg, VA 24073
540-382-5732
www.yesmontgomeryva.org

NELSON County

NELSON County Economic Development

8519 Thomas Nelson Hwy.
Lovingston, VA 22940
434-263-7015
www.nelsoncountyva.org

NEW KENT County

NEW KENT County Economic Development

7324 Vineyards Pkwy.
Provident Forge, VA 23124
804-966-9631
www.yesnewkent.com

NORTHUMBERLAND County

NORTHUMBERLAND County Economic Development

72 Monument Place
Heathsville, VA 22473
804-580-7666
www.co.northumberland.va.us

ORANGE County

ORANGE County Economic Development

112 W. Main St.
Orange, VA 22960
540-672-1238
www.orangecova.com

PATRICK County

PATRICK County Economic Development

106 Rucker St.
Stuart VA 24171
276-694-8367
www.co.patrick.va.us

PITTSYLVANIA County

PITTSYLVANIA County Economic Development

34 N. Main St.
Chatham, VA 24531
434-432-1669
www.pittced.com

POWHATAN County

POWHATAN County Economic Development

3834 Old Buckingham Rd.
Powhatan, VA 23139
804-598-5605
www.powhatanva.com

PRINCE EDWARD County

PRINCE EDWARD County Economic Development

121 E. 3rd St.
Farmville, VA 23901
434-392-1482
www.co.prince-edward.va.us

PRINCE GEORGE County

PRINCE GEORGE County Economic Development

6602 Courts Dr., 3rd Fl./P.O. Box 68
Prince George, VA 23875
804-722-8612
www.princegeorgeva.org

PRINCE WILLIAM County

PRINCE WILLIAM County Economic Development

10530 Linden Lake Plaza
Manassas, VA 20109
703-792-5500

WWW.PWCECONDEV.ORG

PULASKI County Economic Development

143 Third St. N.W.
Pulaski, VA 24301
540-980-7710
www.pulaskicounty.org

RICHMOND County

RICHMOND County Economic Development

101 Court Cir.
Warsaw, VA 22572
804-333-3415
www.co.richmond.va.us

ROANOKE County

ROANOKE County Economic Development

5204 Bernard Dr.
Roanoke VA 24018
540-772-2069
www.yesroanoke.com

SHENANDOAH County

SHENANDOAH County Economic Development

600 N. Main St.
Woodstock, VA 22664
540-459-6227
www.shenandoah-ed.org

SMYTH County

SMYTH County Economic Development

121 Bagley Cir.
Marion, VA 24354
276-783-3298
www.smythcounty.org

SOUTHAMPTON County

601 N. Mechanic St., Ste. 300
Franklin, VA 23851
757-562-1958
www.franklinsouthamptonva.com

SPOTSYLVANIA County

SPOTSYLVANIA County Economic Development

9019 Old Battlefield Blvd.
Spotsylvania, VA 22553
540-507-7210
www.spotsylvania.va.us

STAFFORD County

STAFFORD County Economic Development

1300 Court House Rd.
Stafford, VA 22555
540-658-8681
www.co.stafford.va.us

TAZEWELL County

TAZEWELL County Economic Development

320 E. Main St.
Tazewell, VA 24651
276-988-1270
www.tazewellcounty.org

YORK County

YORK County Economic Development

224 Ballard St.
Yorktown, VA 23690
757-890-3317
www.yorkcounty.gov

OTHER ASSISTANCE

City Economic Development Offices

BEDFORD CITY

BEDFORD DEPARTMENT OF ECONOMIC DEVELOPMENT
P.O. Box 807
Bedford, VA 24523
540-587-7123

BRISTOL CITY

BRISTOL DEPARTMENT OF ECONOMIC DEVELOPMENT
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